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Study of the Factors Impacting the Commercialization of Professional Sport

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THESIS CERTIFICATE

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2. The material borrowed from other source and incorporated in the Thesis has been duly acknowledged and/or referenced.

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CHAPTER 1

INTRODUCTION

1.1 Background

"All work and no play make Jack a dull boy."

This phrase aptly captures the subject of my thesis, which is about sports. A valuable yet indispensable nature of sports is its all-round growth, which is powered by commercialization (Wilson, 2015; Zhen-xi, 2006). The strong linkages between modern sport and commercial enterprises are amply visible (Speed, 2011). The extent of expansion of sports is evidenced by the present growth of arenas and stadiums that bear the names of businesses that invest into them in exchange for naming rights (Enjolras, 2002; Majumdar, 2003). To see the degree of commercialization, one has to make oneself present in any sports complex and observe commercial sponsors flashing on the jerseys of players or teams (Majumdar, 2003; Chakrabarty et. al, 2007; Speed, 2011). The players and teams are managed by commercial partners across all forms of sport. The media houses make huge investments to buy the rights to broadcast sports events; similarly, the advertising agencies do much to promote their products during the game (Ray, 2008; Peterson et. al, 2009). Advertisements featuring celebrities promoting sports goods are everywhere to be seen (Peterson et. al, 2009). The degree of commercialization is not limited to the media industry. Further, central and state budgets are allocated for the purpose of developing infrastructure for sports, and often cities host sports matches at the cost of other areas of developments (Raiji, 1986; Kumar, 2009). Sports are about sportsmanship but also about commercialization and promotion. A recent analysis of trends would depict that star players and key sportsmen are "bought" or transferred from one team to another in exchange for large sums of money, which, surprisingly, is far more than Gross Domestic Product (GDP) of some countries (Perera and Swartz, 2013; Moore et. al, 2012). A parallel investment is also visible in

the area of development of sports equipments and brands management. The quality of equipments has enhanced, but that comes with a price—a brand sticker, which raises prices and perception of the product (Sharma, 2013; Rowe, 2011).

Recreational sportsmen are also pressurized to equip themselves with the latest sports outfits and equipments to enhance their performance and thrive in the competitive world of sports. The graph that represents sports sponsorship and branding is not uniformly distributed (Kumar, 2007; Cashman, 2006). There tends to be a skew in the pattern of commercialization of a sport. For instance, Indian men's cricket team is flooded with sponsors whereas women's team is not approached as extensively by sponsors (Fredrick and Patil, 2009; Santomeir, 2008; Ling et. al, 2010). A case can also be made for a country such as India, which has more sponsors for cricket than for football. Thus, generalizing the logic and statements to span the entire sports fraternity seems faulty.

The past three decades have seen changes in the realm of enhancing the degree of commercialization of sports, but, as discussed, frequency and intensity seems to be fluctuating for every sector in the sports industry (Rein and Shields, 2007; Richelieu et. al, 2008). Therefore, predicting and estimating commercial interest in sports is an inexact science, and logic alone is not enough (Ramani, 2008). Although there is abundant literature on the subject, but a structured literature review of this industry is a missing link (Ramchandani, 2014). A shuffle between sports and research world would tell us that there is absence of Standard Industrial Classification (SIC) for business and sports. To add to this, it is also observed that classifications of sports and its linkages with business is classified under different heads and various SIC codes (Khanwalkar, 2013). To cite a few, Disney, which has a part of its operations and contribution to sports, is inappropriately covered under the title of "recreational activities". The reason could be that

Disney is not completely involved in ports and related activities; therefore, the classification is made on the basis of major, not minor, classifications. A similar example could be "Nike," which is a well-known company that makes footwear and apparels for sports world, but is listed under "footwear" SIC. A couple of other examples would be Churchill Downs, which falls under the category of "casinos and games" whereas Spalding, which is accounted under "recreational products" (Khanwalkar, 2013).

In spite of the existing confusion in making classifications, the challenge still lies in attempting to estimate the valuation of commercial interests in sports. Sports Inc. (1986), which is currently a defunct publication, attempted to estimate the worth of commercial valuation of a sport and coined it "US Gross Domestic Sports Product" (USGDSP) and calculated the worth to be $47 billion. A similar attempt was made by "The Sporting News," which predicted the worth of the industry to be $63.1 billion. Since then, researchers have tried to predict the growth rate of the industry. Meeks (1995) used the concept of USGDSP and estimated the worth to be $152 billion and indicated an annual growth rate of approximately 9 percent, which contradicted the earlier figure predicted by Sports Inc in their publication. There are several other studies that predicted the valuation of sports industry but the figures contradict each other. There is a paucity of literature that studies the extent of sports in a nation. Studies also reflect that measuring concepts similar to USGDSP is not available for other countries, but an attempt towards the same would still give an idea (Khanwalkar, 2013; Agergaard and Sørensen, 2010; Smith et. al, 2006; Athanasios, 2005).

A comparative analysis done in a study concentrated towards United Kingdom plotted two major data points with £15.2 billion in 2000, in comparison to £8.9 billion a decade ago (Gratton and Jones, 2010). A study related to statistics of Australia reflected that the country engages more

than 11,000 business professionals, services, and produced goods with an overall valuation contributing towards around 1.3 percent of the Gross Domestic Product (GDP).

Cricket is a sport that is liked and played by nations across the globe. The literature in this field is abundant and indicates that this is a dynamic sport and commands interest amongst scholars. The popularity of the sport rose since the Victorian era and since then many maestros have emerged in the field that have popularized and romanticized the game (Desai, 2002). The game has been followed and practiced by countless number of people from all parts of the world. The fan following extends to the literary field as well. Many works in literature depict various art forms and their relationship with this amazing sport. Some of the legendary works were written by Neville Cardus and popular historians like Cecil Headlam (Slack, 2004).

Studies also depict the extent of popularity of this sport, which is more than a game, even religion to some people. Many published works on cricket go into statistical details (Slack, 2004; Scalmer, 2007). Although much statistical analysis has been done in the past, there is dearth of literature that analyses the qualitative aspect of the game.

There are a handful of studies that delve into the social and scientific analysis of the sport. The missing link is sometimes explored by studies that reflect factors such as changing dynamics of the sport, commercialization, injury management etc. Research analyzing this perspective of sport is slow, but significant contributions have been made by researchers to explore new horizons of the sport (Sandler and Shani, 2015; Ribeiro et. al, 2012).

It is within this context that texts analyzing the role of sports began to get importance. Studies also highlight that topics that deals with analyzing the sport from the point of view of

management have also risen, and integration of management with sports and vice versa has also risen during the last two decades.

Eric (1971) studied this pioneer concept and adopted a “figurational” or “process” sociological process. The study clearly opposed the positivistic approach, conducted social experiments, and attempted to understand the perception of various stakeholders by conducting group interviews (Gemmell, 2007; Hinkle, 1994). The results gave a theoretical framework to the understanding of the viewpoint of various stakeholders of the sport and explained how these can be integrated to build a theory that could enhance the sport.

This marked the advent of studies analyzing the perceptual nature of the sport. The concept of figuration was also coined in cricket (Slack, 2004). Scholarly works came to be undertaken to understand the role of media and branding in enhancing the sport. The fan following of any game is a battle of minds (Karnik, 2009; Linder, 2011). Sports have evolved as have ways to manage branding and marketing of the game. Many studies have examined complex “local-global nexuses” in order to drive home the point that global sports processes serve to diminish contrasts and increase varieties.

Commercialization of sports is an area that has fascinated people for ages and offered a sense of belonging. Rugby and football are two sports that went through commercialization in their early years (Linder, 2011; Shank and Lyberger, 2014). With the passage of time, every sport has evolved the same way. The survival of all sports follows the tenets of Darwinism: survival of the fittest.

Sports like “badminton” and “chess” have not progressed in terms of fan following as have football, basketball and cricket (Solberg and Gratton, 2013; 2014). The number of cricket

matches played in India is bigger than matches played in hockey and badminton (Subramanian, 2012). It is not as though cricket is exceptional; rather, cricket is more commercialized.

Many studies have delved into the aspect about fame of sports. Stokvis (2000) has developed an argument while identifying barriers and enablers for enhancing the visibility of sports in a nation. Although the concept is pretty close to commercialization, it is far from the reality. Cricket, unlike other sports, has been well researched. Although the existence of literature is limited to autobiographies, biographies, and reports, there is not much in the realm of management. Marketing and branding, the two key aspects of management of sports, have been studied as well.

Cricket has been written about globally, but cross border analysis is largely missing (Houghton, 2010). The studies, on the contrary, are oriented towards a special section, geography, or player. Studies pertaining to the "forms and future" of cricket is deeply expressed by Houghton (2010). The research provides excellent accounts of diffusion and appropriation of the game in all the major test-playing nations. Although the research targets the test-playing nations of the world, it lacks focus on commercialization. One of the exemplary works cites examples of Trindad and Tobago and Samoan Islands (Slack, 2004). The example details the fact that cricket is an integral part of the social life there, but the countries do not compete in the international league. The study indirectly and directly expresses the importance of the exposure and commercialization of their culture (Slack, 2004).

Many studies are related to individual sports personality or sports within a nation. Although most of them focus on the development of individual branding of a player or a nation, only a handful of them focus on the development of sports as a brand. Iyer (2011) expresses that the advent of

cricketers endorsing brands has turned brands into super brands and increased the sales of brands. This has also resulted in developing and enhancing the personality of the player as the brand ambassador. There is dearth of literature, which proves and supports the argument about commercialization of the game. Hardy et. al (2012) have argued that these activities have led to the expansion of the fan-base. The present study uses this as one of the factors which would contribute towards development of a game.

Maurya (2009) confirms that cricket was also used for entertainment a couple of decades ago, and it was rightly adjudged as "the gentleman's game". The terminologies coined for the sport not only led to ethical practices in the game but also enhanced the exposure of the game. The trend has continued and the recent inclusion of "Fair Play" award the twenty-twenty version of the game supports the argument.

The inclusion of these policies by Board of Control for Cricket in India (BCCI) and other steering committees like International Cricket Council (ICC) across the world has managed to balance the aspect about ethics without diluting the commercial side of the game. Parker et.al (2008) confirms that the shorter version of the sport, i.e., T-20 has not only contributed to the expansion of the scope of cricket. The change in format of the game has undoubtedly contributed towards making the sport more glamorous and given a better platform for players to perform and understand the changing dynamics of the game. The change in the nature and rules of the game has happened successfully. The reasons are many and commercialization of it is one of the major ones. Studies have also confirmed that the development of new version of cricket has enhanced the viewership of the game both online and offline (Natraj and Krishnamurthy, 2012; Nair, 2011; Singh et. al, 2011). A peep in the brief history of T-20 cricket reflects that the time taken for T-20 game to reach a world cup stage is far lesser than the time it took for cricket to emerge as

sport. Studies have identified multiple reasons, but successful branding and marketing of the game has always been a reason for its innate success. A similar example was reflected during the 2015 world cup when the advertisements were designed and aired before every match cheering India and teasing the opponents. A recent study marks this as a negative strategy (Szabo, 2014) while a similar approach was used in World Cup (WC) 2011 which led to India winning it.

The diverse studies conducted in three large parts of the world are subjective in nature, but can be used to deduce that a significant involvement of commercialization on sports is visible and is measurable (Shank and Lyberger, 2014; Ramchandani, 2014; Wilson, 2015). A parallel deduction that there is an increase in the level of participation and involvement in sports is to be noted.

Studies also validate the argument that in some countries sports have made and are making a significant contribution in their GDP as well (Gratton et. al, 2012). However, studies have identified and examined the practical and visible commercialization in different sports (Gratton and Jones, 2010).

1.2 Need and Significance of Research

The existing literature has failed to offer guiding theories to explain commercialization of sports which can helps managers or policy makers to adopt right strategies to promote the sports in the right way. A quick look in the field of publication of sports reflects that commercialization is evident while reading newspapers and magazines related to sports, but scholarly literature on the same is completely missing. The published studies have analyzed the existing scenario of the sports industry but have somehow missed the prediction of a strategy which could steer the

activities in a streamlined manner. Although a lot of literature has identified this grey area, only a handful of studies have analyzed the trend of commercialization and the effects of the strategies followed by a sport. The scholarly work by Lawrence and Rowe (1986) is one of the seminal works in the area of commercialization. The research focuses on Australia but we believe that it offers enough directions to examine the impacts of commercialization of sports on the country dynamics. The aim of the present study is to address the gaps in the literature and to develop a conceptual framework for explaining commercialization of sports. The current study utilizes alternative methods as suggested by Eisenhardt (1989) to develop theories surrounding commercialization of sports using cricket as a case.

1.3 Organization of Thesis

The thesis is organized into the following chapters. A brief summary of each chapter is given below:

The thesis is divided into five chapters. The first chapter introduces the topic and the need for conducting such a study. The relevance of the study in the Indian context and with respect to cricket is also highlighted in the chapter. The chapter also gives a background of commercialization and how has it taken a prime seat in the world of sports especially cricket.

The second chapter gives a background of scholarly work in the field of commercialization and in sports. The chapter extends the concepts and the need generated in Chapter one by supporting it with relevant studies and developing an argument towards exploring the variables for the study. This chapter also discusses the factors in detail and highlights the need for filling the missing link to connect these factors.

The third chapter discusses the research design used in the study. The chapter explores the probable methodologies used in the study and logical reasons to back it up. The chapter also develops an argument to judge and justify the methodology used in the study. It also exploits available research methods and theoretically concludes the reasons for choosing Interpretive Structural Modeling and followed by Total Interpretive Structural Modeling.

Chapter 4 discusses the results of the analysis. This chapter analyzes the results from a micro and a macro perspective. The chapter also discusses the results derived from Interpretive Structural Modeling(ISM) and its extension Total Interpretive Structural Modeling (TISM). The chapter reflects the classification of variables using MICMAC Analysis. It further discusses the significance of results and the managerial implications of the same in the light of various stakeholders. The discussion also projects strategies adopted by every stakeholder to enhance the commercialization of cricket in India.

Chapter 5 concludes the thesis and summarizes the study. The chapter also highlights the future scope of research and discusses limitations of the present study and further outlines the research directions to extend the existing literature. Finally, at the end we have outlined references and appendices.

1.1 Concluding Remarks

The chapter develops a motivation for the research and discusses the background of the present study. The chapter also discusses the chapter scheme and lays the platform for the next chapter which discusses the existing studies in a systematic literature review.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Background

This chapter represents the scholarly work by researchers in the field of commercialization and relates the theories of commercialization of sports. The chapter explains the theories and concepts discussed by earlier studies and develop an argument to extend the theories and their application to sports, especially cricket.

The chapter discusses in detail the various aspects of commercialization of sports in various countries and draws out enablers that lead to effective commercialization. The theories developed by previous studies are discussed in detail and enablers pertaining to commercialization of cricket in India have been derived. The chapter also discusses the importance of use of alternate methods to study commercialization especially in sports and argues about the need for the same. The chapter ends by highlighting research gaps that would pave directions for the present study to be conducted in a rigorous and holistic manner.

2.2 Commercialization of Sports

A sport is an area of major interest in the modern society, boasting a greater number of participants than ever before. This substantial increase in active and passive interest has led to major changes in important aspects of sports (Coakley, 2001; Harvey & Cantelon, 1988; Horne, Tomlinson & Whannel, 1999; Robyn & Kathleen, 2000). They are related to general changes in the society and may be characterized as post industrial in so far as these are associated with structural changes in the manufacturing economy.

A parallel body of literature in sports reflects the development and enhancement of sport since its inception. Commercialization has gained attention in the past two and half decades, but has

simultaneously managed to spread its roots (Baade, 1996; Bateman and Binns, 2014). The development of sports and its facets were also recognized and acknowledged by United Nation when the Secretary General of UN convened Inter-Agency Task Force on Sport for Development and Peace in July 2002 (Bellamy, 2006).

The emphasis of United Nation was complete development and achieving that through sports and participation of youth. The rate of development is definitely higher for developing countries and therefore, professional sports have evolved in every possible manner in these nations. The argument is also supported by United Nations (2003), which implies that sports have continued to play a competitive role in achieving millennium development goals. The inclusion of sports and games as part of curriculum in school/colleges and mission and vision statements of companies has helped the evolvement of the game. Studies and practical data support the argument that countries like China, Japan , Australia, New Zealand and many more have used sports as a medium of education and have prepared a play force that has mastery in the sport (Kahuni et. al, 2009; Mustafa, 2009).

This also has helped them to win various awards and medals in various sports and games: Olympic being a recent and relevant example (Gratton and Henry, 2012; Solberg and Gratton, 2013). China and Japan have excelled in almost every game. Studies also indicate that the number of participations made by these countries every year has been phenomenal and rate of selection of the best player from the nation is far higher than in any other country (Hong-bing, 2009).

2.2.1. Trends in Commercialization of Sports

This reflects that the number of players competition for the best spot in high which itself reflects high standards of sport. India as a nation has recently started developing culture of sports and Indians have managed to find spots in events of world repute like World Cup, Olympics, Asian Games etc.

Certain trends may be recognized in these changes (Collins, 1993; Ibsen, 1992). First, sporting activities in Western countries are characterized by a trend toward pluralization, that is, there is an increase in the number of different sports activities. Simultaneously, there is a trend toward diversification: Recreational and competitive amateur and professional sports are becoming increasingly differentiated. Second, sporting activities are experiencing increasing individualization—an option for the individual. There is a change in the general ideology encompassing sport from that of a collective right to that of an individual option and increasing adherence to the principle of "let the user pay." A third change is the increased "marketization" (or commercialization) of sport (Coakley, 2001; Harvey & Cantelon, 1988; Hughes & Coakley, 1984; Maguire, 1988; Real, 1996).

Although the commercialization of sports has been studied with respect to elite sports, the degree to which various mass-sporting activities have been affected has received little attention. Sport organizations are also federated at the national level according to discipline. There are a total of 19 regional (or county) federations and 56 national federations. Regional and national federations are represented under the umbrella organization, The NIF. This body enjoys a relatively high level of autonomy concerning both the regulation of organized sport and in financing the sports sector. The regulations are determined internally and adopted by the Sports

Council, which is the general assembly of the confederation where all sport federations and regional federations are represented. Financing is largely in the form of state grants, which are freely administrated by NIF. Voluntary labor continues to represent the main resource of the sector. In 1998, there were 613,000 active volunteers who contributed 42 million work-hours in the local sports clubs (Enjolras & Seippel, 1999). The voluntary sports organizations are democratic member-based organizations, guided by the goal of fostering local participation and activities. These mass-sports organizations are not as yet sufficiently professionalized (Enjolras & Seippel, 1999).

Voluntary sports organizations' activities are expected to become increasingly commercialized. Local voluntary clubs are already facing competition with new commercial (for-profit) actors that have entered the sports industry, particularly the fitness sector. This commercialization is problematic, however, because a conflict of values is enhanced between sports practices on one hand and market exchange on the other.

The realization of "shared values", that is, values realized jointly—and typical of sports practices—cannot be realized through market transactions (Anderson, 1990). Second, the intrusion of sports ethics by market forces contributes to the "degradation of sport" (Lasch, 1980; Morgan, 1994). Furthermore, the contribution of voluntary sports organizations to the social fabric may be eroded through commercialization insofar as commercialization may entail a transformation of the relation between the organization and its members.

Indeed, from being participants in decision-making, the members may become customers of the organization, which may lead to rarefaction of social interactions within the organization. However, two types of commercialization have to be distinguished. On one hand,

commercialization may occur as the result of the development by voluntary organizations of commercial activities to finance the production of the collective (mission-related) output.

On the other hand, commercialization may also occur as the result of transformation of the relationship between the organization and its members from participation to consumption. In what follows, we are concerned with the first type of commercialization, namely, the development of commercial activities by voluntary sport organizations. The main issues are to determine (a) the factors that might account for the varying degrees to which sport voluntary organizations are able to generate commercial income and (b) to what extent commercial income crowds out public and voluntary resources.

The generation of commercial resources is made possible only if the activities of sports organizations have the potential to be converted into private goods with a broad market appeal. Here, we do not attempt to analyze the changes affecting the demand (i.e., the relationship between the organization and its members) but focus more on aspects of the supply side (the product characteristics) that are determinants for the potential commercialization of voluntary-based activities. The focus on the characteristics of the products has its origins in economic theories of voluntary organization that explain the existence of voluntary organizations in terms of market failure (Hansmann, 1980; Wiesbrod, 1977).

More precisely, we will consider that for voluntary sport organizations, supply-side characteristics such as the degree of sport competition orientation, the type of sport (team sport vs. individual sport), and the ownership of sport facilities will determine the range of possibilities for an organization either to transform a collective good into a private good or to develop the provision of preferred and non-preferred private goods (Weisbrod, 1998). From a supply-side

perspective, commercialization may be understood as the result of the organization's adaptive behavior when facing contingencies (the availability of resources) and opportunities (the possibility of transforming its product into market products). In spite of the application of the analysis to the sport industry, our intention is to contribute to a better understanding of some relevant factors in the origin of the commercialization of the voluntary sector.

2.3 Theories of Commercialization of Sport

The section highlights some of the key theories towards commercialization of sports and attempts to draw enablers of the same in context to the present study. One of the earlier models proposed by James (1983) and improvised by Schiff and Weisboard (1991) represents that commercialization is driven by kind of product and the market is driven by external forces which are governed by equilibrium maintained between supply and demand. The approach is centric towards the customers and the end users but is driven by market forces. The study was proliferated by studies which proposed theories that commercialization is not only centric towards goods but also towards services and at times towards individuals and organizations (Polanyi, 1957; Polanyi, Arensberg, & Pearson, 1957; Zelizer, 1998).

Commercialization in sports have also been highlighted by Frust (1971) and the study pointed out variables like belongingness of the sport and the frequency of sports played, watched and discussed leads to commercialization. Although, the study could not focus on a specific sport, but the theory held in limelight for a long time until Holt (2007) added extra features to measure the degree of commercialization. Sports are no exception to this and it has reflected that a strategic plan is required to enhance the development of interest of young minds (Frederick and Patil, 2009; Herstein and Berger, 2013; Maguire, 1988).

It has also been found out that the degree of kinetics of every youth is different and it motivates them to choose a sport of their interest accordingly. Although, external factors also play a vital role in a youth's lifecycle to choose and excel in a sport, but majority of the times the reason is specific to him or his awareness about him qualities and opportunities in that sport. Countries like China and Japan has given platform to youngsters to enhance their skills in professional sport. Che (2008) argued that sports is evolved and germinated in the ponds of economic, social and political knowledge.

The study proposes to study five different aspects of commercialization and draws factors from them to undergo a qualitative analysis. The sub areas used for the research include relationship of public sector and commercialization of sports; promotion and branding of an "amateur sport"; contribution of media; sponsorship of sports activities; infrastructure and facilities offered (Slack, 2004). The variables derived are both from academia and industry. This would bring different perspectives as commercialization is a theory which can be discussed on table. It is mixture of land and lab. The following section draws various concepts used for understanding the commercialization of sports and relates the existing theories with cricket.

A sport is usually considered as the act which involves mind, body and soul. The sports sector is considered to be a sector which is the most culturally significant sector of the sport cultural manufacturing, as opposed to the traditional manufacturing process, has become a principal means of capital accumulation (Gemmell, 2007; Hinkle, 1994). The theory of culturally adaptive sport is highly used by media and communication industry to mint money and earn profits. Cricket is one such sport which has infused media and communication and has led to making profits for players, teams and the media industry (Puri, 1982; Balasubramanian and Gloryson, 2013). Studies have supported the developed argument in Asian sub-continent. India is no

exception (Showkat, 2013; Gooptu, 2004; Mangold and Faulds, 2009; Frederick and Patil, 2009). A strong and valid example to support this theory is opening and screening of channels like Start cricket and airing of world cup matches by Sony Max (Bontcheva and Rout, 2012; Mangold and Faulds, 2009; Kim et. al, 2012).

The channels were created for lovers of cricket and screens only cricket. Studies also prove the fact that proposal for starting a channel dedicated for any other sport in India was not even proposed. Thus, cricket can be classified into a different section with respect to other sports in India. The empowerment is given by media to an extent. The coverage of cricket matches in newspapers and magazines are definitely high than any other sport in India (Paul, 2012; Majumdaar, 2003). The fan following also can be judged by the celebrity appearances on the media channels and their associations with the brands (Paul, 2012; Iyer, 2011; Singh et; al, 2011; Peterson et. al, 2011). Media indirectly is responsible for development of interest of people towards cricket in comparison to other sports in India. This could be replicated to strategies employed by Rupert Murdoch's News Corporation. The engagement of cricket with brands like Nike and Adidas has not only made these brands popular, but also overpriced.

Although, commercialization has benefited industries which are directly or indirectly related to it, it has also boosted the sales of a company and created a different brand image for them (Kumar, 2007;Hill and Vincent, 2006). The practice of commercialization has supported companies worldwide and Indian cricket is a perfect example of the same. Nike and Rawlings are two such examples which have used Indian cricketers as their brand ambassadors (Motion et. al, 2003; Shank and Lyberger, 2014). This has also forced companies to move the production side of their operations 'off shore', usually to developing countries using female, lowcost, unionised labour. The commercialization has not only led to growth of the industries related to

sports (Szabó, 2014). It has also affected the industry which have used sports as a medium to market them or used cricketers to market their product (Downward et. al, 2014; Wilson, 2015).

The study also draws evidences from relationship between public sector and commercialization of sports. The public sector used in this research is the promotion by government for promoting a sport. Studies have shown that there is a positive relationship in the commercialization of sports and the subsidies given by government (Dolles and Soderman, 2008; Agergaard and Sørensen, 2010; Hardy et. al, 2012). This is an indicator of the exposure and identification of a sport by the government of a country. The tendency that participation of players would tend to increase if the government – be it state or central government infuses money and facilities in the country's sports budget (Hardy et. al, 2012; Mehta, 2009; Rowe, 2011). This not only enhances the chances to multiply the efficiency of a sport and give laurels to the nation because of its sports output. Studies in Canada have also supported the argument and findings of Mills committee recommend tax measures that would provide financial support to Canadian professional sport; the rejection of these recommendations by the Canadian government; the subsequent Manley proposals; and the public outcry that resulted from these (Chakraborty et. al, 2007; Whiteside et. al, 2011).

Ray (2008) suggests that studies commissioned on sports industry imply that industry supporters and civic boosters interested in securing or retaining professional sport franchises for their cities often distort the economic benefits of franchises to local communities. Shah (2012) also attempts to understand the relationship between public subsidies and performance of sports teams representing a country on a professional level. The study explored the evolution of the 'American system' for professional sports and the status of the four main leagues (the NHL, the NFL, the NBA and the MLB) as cartels.

Continuing the theme of public sector involvement in the commercialization of sport, English (2013) examine the partnerships that have been created between public sector organisations involved in the delivery of sport and those in the commercial sector. Such partnerships require managerial orientations and practices that are significantly different from those traditionally found in the public sector (Cashman, 2006; Khanwalkar, 2013). Frederick and Patil (2009) explore the economic, social and political factors that have led to partnerships with commercial operators becoming accepted as mechanisms for the delivery of sport, the complexities of these partnerships and the consequences for key stakeholders. As more and more public sector agencies engage in partnerships with commercial agencies and use market mechanisms in their service provision, the questions that these authors raise about the advantages and disadvantages of such interorganisational relationships are becoming increasingly important.

In addition to the increasingly commercial orientation of public sector organisations involved in sport, we have also seen the 'amateur' side of sport become more and more subject to commercial forces. The study attempts to explore this issue.

Gratton and Henry (2012) examines intercollegiate athletics in the US, where athletes who are ostensibly 'amateurs' raise large sums of money and generate considerable prestige for the colleges and universities they attend. Szabó (2014) shows how the ideals of amateurism, education and not-for-profit status around which college sport is based have been replaced (if they ever existed) by professionalism, entertainment and profit motives. With the increasing pressures of commercialization, such a masquerade is resulting in the economic interests of college sport undermining the ideals of education on which such activities are allegedly based.

Given this definition of commercialization, three related problems have to be investigated from the supply-side perspective. First, what are the reasons that explain why mass-sport organizations are mostly voluntary organizations; second, to what extent may sport activities be transformed into commercial products? Third, does the increase in commercial resources crowd out voluntary work?

2.4 Exploring factors sprawling to commercialization of cricket

Most of the modern games were invented by Englishmen. The sports are majorly outdoor-type, hockey, football and rugby being some of the prime examples. These sports have also managed to be adjudged as national sports of various countries.

Cricket is one such sport which was also invented by Englishmen and the rest is history. The game was introduced as "Test" cricket which has evolved into one-day internationals and recently into T-twenty game (Guha, 2002). The changing rules and dynamics of this game has attracted attention of many countries and India is one such country which has made significant contribution in this game in every format.

The game has taken a special place in the hearts of the Indians. Earlier studies by Bale (2003) expressed the role of spatial distribution of sports across various nations. Cricket is one such game which has also managed to have its presence in every continent of the world and even in countries which are just Islands. The word presence would be an understatement because these countries have also managed to rule the game by winning World Cup (West Indies and Sri Lanka).

This represents and supports the theory developed by Haigh (2008) of commercialization and importance of sports. It is not the area of the country which matters, nor does the rate of development which matters the quality of game played by a nation. Examples from India paint a

rosy picture in the current study as well. Haigh (2008) regionalized the game in Indian context and coined the term "The Indianization of Cricket" which was an important study in revamping the popularity of the sport and the country i.e. India. Researcher's also argue that the culture of cricket as mentioned earlier was an English concept and because India was ruled by Britisher's the game sinked in the culture of Indian's as well (Abernethy and Russell, 1984; Beckles, 1995; Bose, 1990; Chatterjee, 2012). Although, there is no substantial data to prove the above notion, yet the current scnerio of cricket in India speaks the story clearly.

Bale (2003) framework although gives a slight glimpse of the reason for the expansion of cricket. The spatial distribution of criket was because of the rule of Englishmen in most of the part of the world which led to development of interest of the natives of the country as well.

Theories also support that the slave nations wanted to beat Englishmen in every aspect to attain absolute freedom, which made them learn and excel in the sport of Cricket (Davis, 1994; Gooptu, 2004). The culture of cricket therefore was spread in various nations and the geographical boundaries were extended to nations which were remotely linked to cricket. The fact still remains true that the elite level of cricket was played by British colonies and in twenty-first century the people who play the game are considered to belong to that elite class (Kaufman and Patterson, 2005)**.**

In the Indian context, the sport originated and was played back in 1721 when British sailors played a match among themselves in the port of Cambay (de Mello, 1959). Playing cricket matches was considered to be a team building exercise more than a leisure sport then. The

dwelling of competition and transformation of that exercise into a sport has slowly changed the arena. Headlam (1903) in his description of British colonization has profoundly used and smuggled cricket in his definition which said : “first the hunter, the missionary, and the merchant, next the soldier and the politician, and then the cricketer – that is the history of British colonization (Headlam 1903: 168). Since then, cricket and its association with other countries have evolved and transformed into a gentleman’s game. Since partition, cricket has become the most favorite sport in the nation and India now is known for its contribution to the game. (Nalapat and Parker, 2005). The familiarity of the sport is governed by various factors which are discussed in detail as under:

2.4.1. Role of Media

The growth of sports in India has been at a fast pace. The rate of growth of cricket especially in India has been highest amongst any Asian country. The craze for the game has been supported by media. Media has supported and helped in expansion of the game in every respect. Social media which has been the latest trend has covered cricket and followed news and updates of every cricketer. Media has changed the dynamics of the game. The fan following of cricketers has led to the increase in the sales of their brands. Sachin Tendulkar has himself led to the growth of the sales of Nike in India. And so has Mahedra Singh Dhoni for Aircel. The bill boards have erupted the figures of cricket players and therefore commercialized the game multiple times.

Media has covered every game of cricket in detail and the intensity has always been much more than any other sport in India (Kim et. al, 2012; Mangolds and Faulds, 2009; Paul, 2012). The World Cup of fifty over match and now for twenty over match has gained popularity and media

and sponsoring agencies have grabbed these opportunities to highlight their brand. The best players enjoy the iconic status otherwise reserved for Hindu gods and film stars. An India-Pakistan match still has a viewership which exceeds the population of various nations (Bontcheva and Rout, 2012; Cashman, 1980).

Another factor which is documented in the study is the role of television and social media which has increased the reach of a sport amongst the viewers (Solberg and Gratton, 2014). Certainly, there are strong media links to many of the processes of commercialization that have taken place within sport. Cricket in India for example is by and large made famous by covering and broadcasting it by various channels (Smith, 2009; Iyer, 2011; Paul, 2012; Chaterjee, 2012). It is therefore important to analyze the role of broadcasting houses and social media which has led to increase in commercialization of cricket in the country. The performance of the team or a player is carefully monitored and presented on social media or covered by news channels explicitely at regular intervals to enhance the count of viewers.

Chaterjee (2012) shows that a part of the transformation and one of the reasons of increase in commercialization is role of advertisements and campaigns developed by media houses and broadcasting channels to promote a game. Dasgupta and Mathew(2012) used an example of Nike commercial that was removed from New Zealand television for being too violent and a Reebok commercial featuring the basketball star Shawn Kemp that never made it on to the country's television screens for the same reason. These incidents suggest that, while the commercial forces of television advertising are strong, there is resistance to this advertising, and that there are lines that must not be crossed as companies seek to market sport and sport products to consumers. Gerrard (2008) explains the role of media and three stages of commodification of team sports.

The study focuses that television has played a major role in changing the commercial structure of professional sport, to such an extent that the competitive and financial viability of some leagues has been threatened by the disparities between teams, as well as by conflicts between players and owners. The latest trend in the commodification of professional sport has, Gerrard suggests, been the total or partial acquisition of teams by media groups. Media companies are vertically integrating sport teams into their operations, following a trend that goes somewhat against current business practices. Gerrard suggests that media companies' need for access to sport broadcasting rights and the ability to limit uncertainty in the professional sport industry are the two main reasons why such counter-intuitive trends are occurring in professional sport. It is therefore concluded that media ownership of sport teams is not likely to diminish in the near future.

Media in the print form has also covered every news and update about cricket than for any other sport. Commercialization of cricket has been fantasized by media companies which is sadly not the case for other sports (Rumford, 2007). The impact of the same is also witnessed in the schools and cricket academies which has increasing in large numbers in the country. A different aspect of media which has contributed indirectly towards commercialization is films. Indian cinema has made films related to sports and have gained tremendous popularity. Films like Lagaan and Iqbal have showcased importance of cricket in the country (Gooptu, 2004; Gratton et. al, 2012). The films have experienced large viewership and the present version of the game is compared with films by numerous studies.

2.4.2. Association of players with brands/campaigns

The popularity of the game has even endorsed the players to be brand ambassadors of brands in every sector. It is right from promotion of eating eggs to saving tigers, cricket has engaged and contributed towards every sector of the world. Cricket icons have not only contributed towards brand building for companies but are also picked to make a mark in social activities as well. This emergence of cricket as India's dominant national symbol has led Nandy (2000) to assert that cricket is truly an Indian sport discovered in England, a contention that Stern (2003) argues becomes more prescient year by year.

The role of film celebrities in commercializing the sports has also witnessed in India. Commercials and Advertisements have also seen cricketers and film personalities together. The brands endorsed by cricketers are almost at par with the brands endorsed by film personalities (Kedar, 2015; Ratten and Ratten, 2011). The role of advertisements which is a part of media industry has also developed and commercialized the game in India and across various other nations.

A point highlighted by Marqusee (1996: 20) who stated: Because of its vast popular base, cricket in the subcontinent is an ideal vehicle for multinational corporations seeking to penetrate "emerging markets". And, thanks to satellite television, sub continental cricket can be used to sell goods in Europe, North America, the Middle East, and South-East Asia. As a result, international satellite channels went directly to the Board of Control for Cricket in India (BCCI) to devise a broadcasting agreement, placing a great deal of wealth and decision-making power in the hands of the BCCI and, in doing so, changing the shape of international cricket (Ninan, 1995; Metha, 2009; Gupta, 2009).

2.4.3. Followers/Viewership of Sports

The evolvement of cricket as a game has also equally contributed towards the contributed to the commercial world. The followers of the game are not restricted to playing nations only. A worldwide follower of cricket is second to football while the growth rate of followers is the highest for any sport (Dolles and Soderman, 2008; Gusev, 2015). The followers of Sachin Tendulkar, Shane Warne, Glen Mc Grath and Jacques Kallis put together is more than followers of all the cricketers put together. Devan(2012) confirmed that cricket in India has also risen to heights as the performance of cricketers have enhanced year by year.

India has maintained to be in top 5 teams consistently from 2002-12 barring a few occasions which has also lead to followers of the game in India. If the projections are done for the year 2030, cricket will have the maximum followers beating football as well. The glamour of the game has also attracted talent from school and colleges as well. These institutions have also encouraged cricket and have also started investing in the game.

The viewership of a cricket match and followers of the game on online portals in India is the highest for 2008 and 2012 world cup. The subscribers of online channels on youtube are highest by Indians and so is the number of likes on it (Mustafa, 2013; Rumford, 2013). The popularity of the game in a nation is also judged by the number of channels dedicated for the same. Sony Max and Star Cricket have also gained highest subscribers by Indian families and TRP of these channels have also risen in the past 5 years.

2.4.4. State of Art Infrastructure

The investment is in terms of equipments and state of art infrastructure. The inception of tournaments at school level, college level and more specifically on the basis of age has been the trend which is visible and is extensively followed (Gupta, 2009; 2011; Li and Jago, 2012). The game has developed from just a bat and a ball to theories of physics, chemistry and other sciences like economics and management. The infusion of wealth and power has added a fresh dimension to the game. The "Indianization" of cricket as pointed by Haigh (2008) has coined a new terminology and also has proved that India has been turned to be the next hub for cricket. This so-called "Indianisation" of cricket has been facilitated by two inter-related and concurrent factors which, while clearly have an impact on cricket.

Houghton (2010) also ascertains role of coaches and proper equipments in colleges to enhance participation of youth in sports which also contributes towards commercialization. There have been multiple studies to prove the fact that role of equipments and better facilities in terms of infrastructure have lead to better teams from colleges, clubs and leagues (Scalmer, 2007; Mustafa, 2009; Rein and Shields, 2007). Studies have also laid emphasis on the role of motivation given to players in terms of basic infrastructure and perks in terms of study credits to enhance and popularize the game. Colleges and universities also help students to participate in sports and offer extra credits in lieu of the marks earned through subjects (Kedar, 2015; Chaterjee, 2012; Vos et. al, 2012; Downward et. al, 2014).

Commercialization of sports have been high among youths affiliated to clubs and teams at various levels. Thus, the onus lies on the shoulders of the clubs and teams to offer basic amenities to attract better quality of players and groom them to become better players. These facilities also act one of the prime factors which is accounted in this study.

2.4.5. Dedicated channels for screening of sports

The growth of cricket has also impacted the economy of the country and vice versa most importantly. The economic reforms since 1980 have transformed India as a nation to be market based economy and thereby has reduced the intervention of state and their control on economic activities (Kuenzel and Yassim, 2007; Mehta, 2007). The liberalization has also led to industrialization and have empowered private sector. The development has also impacted the growth of television industry and its coverage.

The number of channels has increased by 400% since 1990. The channels have increased their duration of screening the news (Ramchandani, 2014). The alterations in the channels have also increased the dedicated channels for every aspect. Sport is not spared in this transformation. Ramchandani(2014) has found out that sports which was just a segment on a news channel has taken front seat and now is screened on separate channels. The study also focuses on the fact that the viewership of these channels are at par with most of the channels which screen only movies or only business news. The role of these channels have enhanced the viewers and in turn increased the fan followers.

The investment by private companies in these channels in terms of advertisements and capital has phenomenally increased. Commercialization has been the blood which is flowing in the veins of these channels. Studies have also counter argued that some channels have over commercialized the game which has some negative effects as well (Shah, 2012; Sherriff et. al, 2010).

2.4.6. Promotion of the sport at the ground level

Another factor which is explored from the studies is development and enhancement of skills at the college level. Studies have contemplated the fact that there is a need of polishing the skills of child at the grassroot level which is somehow missing in India for any sport (Biscomb and Griggs, 2013; Kokolakakis, 2014; Majumdar, 2006).

The mentality of parents and schools have still accounted for learning and attaining knowledge by the virtue of books and not by virtue of sports. Only 6% of the schools in India and only 15% of the colleges in India offer playgrounds and proper equipments to play a game in a formal manner. Studies conducted by Malcom et. al (2009) answer the reasons for the same.

The primary reasons being sports facilitators and facilities are counted as burden for the school. For others, it is only achieved to get accreditation and permissions to run higher sections. A recent study conducted in Indian schools reflected results that supported the fact that in the name of sports students are forced to play games like basketball and throwball in urban schools while rural schools force Indian kids to play games like Kho-Kho and Kabaddi (Alter, 2000; Desbordes

and Richlieu, 2012). The results reveal that outdoor games do not involve cricket or football or for that matter hockey.

A similar study conducted for colleges in India reflect that colleges also have a similar state of affairs. These reasons form a foundation reason for less participation from youth at the school and college level which is not the case in countries like China and Japan.

The game of cricket has also been commercialized by number of matches played in the country. The popularity of the game has lead to various forms of the game which are played at different levels. The game is also played at school and college levels and even at inter and intra school and college levels. A step above in the ladder is clubs and state players which are picked up by school and college players.

A recent survey conducted by Agur(2013) explored that girls like to follow and play cricket than any other game in India. Although, women cricket is not as popular as men, yet the likeliness to play the game is high than for any other game. The recent upgrades in the game are World T-20 championship, Indian Premier League and Indian Cricket League (Rumford, 2013; Sturm, 2015). The nation erupted when India won the inaugural T-20 world cup held at South Arica in 2007. Studies also support that fact that followers of the game and especially the format gained momentum since then and India is a prime example of the study.

The launch of Indian Pemier League right after the World Cup is a factual description of commercialization of the game. India's Zee Television, which had earlier been denied the rights to broadcast an official Indian cricket series, created the Indian Cricket League (ICL) to enhance its programming (Gupta, 2011). The ICL, a Twenty20 league made up of young Indian prospects

and international “has-beens”, threatened the hegemony of the BCCI, so they responded by creating the Indian Premier League (IPL).

2.4.7. Sponsorship by agencies and role of government

With sanction from the International Cricket Council (ICC), the IPL was able to offer unprecedented salaries, US$1.5million in the case of Indian captain MS Dhoni, for what amounted to a six week tournament (Viswanath, 2008). The ability of the BCCI to provide the capital to quell the threat of the ICL, almost overnight, is ample evidence of its financial clout. But perhaps more indicative of the “Indianisation” of cricket is the influence that the BCCI was able to wield in the fallout of what Rob Steen (2010) labeled the “acronym war”. Within weeks, the BCCI had sacked Kapil Dev, India’s World Cup winning captain in 1983 and champion of the ICL, as chairman of the National Cricket Academy (Steen, 2010). It also put pressure on national cricket boards, as well as the ICC, to punish players who played in the ICL, a directive with which most boards were only too willing to comply (Gupta, 2009). Indeed in September 2008, the Bangladesh Cricket Board announced ten year bans for eleven of its national team who opted to compete in the unauthorized ICL (Steen, 2010). Besides being an example of the wealth and power accrued by the BCCI through the “Indianisation” of global cricket, the advent of the IPL has also strengthened this position with the tournament projected to “bring the BCCI income of US$1 billion, over a period of five to ten years, reinforcing its status as the richest board in world cricket” (Pandya and Jayswal, 2010: 128).

This is further highlighted by the fact that the IPL, while drawing from a global talent pool, does not require a global television market to turn a profit. Such is the wealth involved in Indian

cricket that domestic level advertising revenues, ticket sales and merchandising are more than adequate to make the IPL financially sustainable (Gupta, 2011). Indeed, Kelso (2008: 6) highlights the financial impact of the IPL in his comment that: Theatrical, wildly hyped, and hugely lucrative, the auction was a watershed moment for the IPL and the international game. In the last month, before a ball has been bowled, the League has raised $1.8 billion, more than the ICC will receive for the next two world cups. Despite the financial successes of the IPL, many have argued that the so-called "Indianisation" of cricket will have dire ramifications for the game at the international level.

Such critiques include, but are not limited to, strained relations between member states and between national team mates as they compete for bids in the IPL (Kelso, 2008); players opting out of international cricket to become free agents on the Twenty20 circuit (Gupta, 2010); and a higher incidence of the insidious match-fixing (Pandaram, 2010) and corruption (Bajaj, 2010). Such arguments, however, are beyond the scope of this research. Instead, this chapter will now switch focus to development, and ultimately to how the "Indianisation" of cricket, for better or worse has created conditions conducive to the implementation and analysis of development through sport initiatives in India.

The role of government and private sector in enhancing the quality of game has been visible. Government has given funds to enhance the quality of the game in terms of equipments and facilities given to the players. Shank and Lyberger(2014) predicted that the brands associated as sponsors for teams in India including the recent IPL include all big players. Reliance owned Mumbai Indians and GMR supported Delhi Daredevils are some the prime examples. Team

India is also supported and sponsored by Sahara Group. The sponsors are not only limited to teams but also to the players. The game has also attracted funds from government of India and state government for their performance. Team India after winning the World Cup got special incentives from Government of India and most of the players extra perks from the state government which they belonged to.

Earlier studies also reflect that cricket celebrities have been also contesting for awards, medals and ranks of national importance (Misra, 2009). Special awards dedicated to the sports have been won by several cricketers in India. The reflections of the support by private sector can also be visualized by recent IPL games where the teams have private companies as stakeholders. Misra(2009) adds to the study conducted by Levin et. al(2013) to explore that commercialization is done for sports which are famous and have changes for return of investment.

Cricket is one such game which has also attracted high volumes and high percentages of return of investments. Bateman and Binns (2014) calculated that on an average the amount of investment received from audience and viewers of cricket in India is more than all the other sports put together in India. The results support the argument that public private parternship in cricket has also enhanced commercialization. The challenge lies in controlling the negative effects while selecting players to represent these teams.

2.5 Need of Alternate Methods

The literature review discusses the theories pertaining to commercialization of sports and has extracted variables which are closely related to the scope of the study. Studies in the past have linked selected variables to each other using various methods and research tools. An exhaustive and systematic review of literature indicates that the available literature is split into two broad

segments: Building of theory and testing of theory. The studies review that the two broad segments are complimentary of each other in some sense and supplementary in others. Most of the studies contribute that commercialization although seems quantifiable, in reality is not. It is in the light of this argument made by Slack (2004), most of the seminal studies have failed to support "theoretical contribution" in the field of commercialization of sports. Researchers routinely use five elements (i.e. references, data, variables, diagrams, and hypotheses) (Dubey et. al, 2015). The above mentioned five elements indicate and mostly contribute toward a positivistic approach. The development of theory which leads to development of hypothesis is an integral part of any research which is argued by Sutton and Staw (1995).

The development of theory therefore primarily becomes the first and the foremost step in any scientific and social science research. Testing the proposed results always follow it. The development of theory and its need is also highlighted in seminal works by scholars in the past (Dubin, 1976; Freese, 1980; Whetten, 1989).

These studies highlight the importance of questioning the existing literature and attempts to classify them into sections which would answer primary questions : What, Why and How (Whetten, 1989). Yet, there is a paucity of literature which would significantly contribute towards the aforementioned classification and therefore, there is a need expressed by various studies to understand the studies and develop a robust theory. Therefore, the present study attempts to resolve the conflict of argument developed by earlier studies in the recent past. It is in the light of the same, that the present uses proposes use of alternate methods of research which were not developed by earlier studies.

2.6 Research Gaps

The study follows a scholarly critique in understanding the commercial practices which would influence a sport. The study is dissected by studying and deriving the factors leading to commercialization of sports through a structured literature review. The objective of the research also involves conducting a structured and a systematic analysis in understanding the factors responsible for commercialization. The study restricts the scope of Cricket. The study also geographically restricts to India which is used to map the sport i.e. cricket for a nation which spends the maximum budget of commercialization on the game.

The present study aims to extract factors which would correspond to effective commercialization of cricket in India. The present study uses a structured and systematic literature review to discuss and understand each and every factor in detail. The factors although are explored by various researchers but the context is different by every researcher. The literature also supports the argument that there is a need of exploring similar factors for cricket especially in a country like India. The next section details the factors and projects the importance of them.

The study reflects that there is a lack of uniform framework which would associate the identified enablers of commercialization of cricket. Although, there exists various factors which lead to commercialization but a conceptual framework to link these variables and understand the dependence and linkage of each of the variable with others is missing. There is a scarcity of literature to promote usage of alternative method to build theory of commercialization of sports and discuss its necessity in the present study.

CHAPTER 3

RESARCH METHODS

3.1 Overview

This chapter projects the research objectives, hypothesis and research methodology incorporated in this study. The chapter gives a detail description of research design supported by justifications of using any particular methodology in this research. This chapter therefore forms the backbone of the research as it links the gaps identified from literature review and the discussion of results derived from analysis of data. This chapter also covers the standard nomenclature of research and postulates the hypothesis which is used to study the objectives of the research.

The literature review in Chapter 1 presents a gist of the existing theories relating to promotion of cricket in India thereby highlighting a research gap. Hence, this section uses the preceding chapter as a foundation to build a theoretical framework for catering the gap. The research questions chalked out previously can be answered by splitting them into various objectives to formulate a hypothesis.

3.2 Research Objectives

The listed below objectives give an overview of the research:

- To understand the status of promotions of Cricket in India and explore the challenges faced by the sport in India.
- To develop a theoretical framework for understanding the factors impacting promotion of cricket in India.
- To recommend strategic measures for enhancing the rate of diffusion of cricket in India.

A glance at the literature review showcases factor impacting the commercialization of Indian cricket. As deduced from the aforementioned objectives an important aspect of modeling the factors is doing it in such a way that it can be proposed for practical implementation. Keeping Further, this research proposes to design a conceptual framework using Interpretative Structural Modeling which will help in developing a linear relationship amongst the constructs to study the barriers in detail. The theoretical framework would help in understanding the streamlined process and contribute towards developing strategies for wider scope of commercialization of cricket in India.

3.3 Research Questions

The present study aims to develop a theoretical framework for commercialization of sports in India with special reference to cricket. The objectives have well defined a step by step approach in achieving the output. It is still worthwhile to project the research questions which would the present research aim to answer. The present study aims to explore answers for questions as under:

1.3 What are the factors affecting commercialization of cricket in India?

2.3 Why there is a need for qualitative study in building theory for commercialization of sports especially cricket in India?

3.3 How are the enablers of commercialization of cricket associated with each other?

3.4 Research Design

Research Design has been defined by Ahlstorm et. al(2013) as ‘a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems. The plan is the complete scheme the research. It contains writing the hypotheses giving their operational implications and analyzing the data’. Creswell (2012) states that ‘A traditional research design is a blueprint or a detailed plan for how a study is to be completed – operationalizing variables so they can be measured, selecting a sample, collecting data to be used as a basis for testing hypothesis, and analyzing the results’. Thus the formulated design converts the research question and hypothesis into operational and measurable variables and specifies the process that would be followed. Charmaz (2011) have stated the subtle difference between research design and research methodology. While research design provides the framework to seek answers to research questions, research method details the techniques utilized at various stages of the research.

3.5 Instrument Development

The synthesis of literature review discusses the variables in details and extracts the sub factors which are relevant for explaining the commercialization of sports. The literature review also discusses the need of alternate methods for conducting the present study. It is in the light of the same, that the present study incorporates qualitative study to develop a framework for explaining the relationship between the enablers of commercialization of sports. The present study is incorporated in a phased manner. The first step is to extract factors which are pertinent to

commercialization of sports followed by a detailed discussion with the experts to understand the factors related to only cricket in India. The factors are broadly listed in the firstly which would give a crude idea of the enablers to the experts. The initial list had broad classifications of the factors which are listed as under:

Sr. No.	Factors related to Commercialization of Sports
1	Infrastructure
2	Brand Endorsement
3	Channelization of matches
4	Role of Media
5	Role of Coaches
6	Perception about the game
7	Salary of the players
8	Sale of equipments
9	Viewership of sport
10	Frequency of matches played
11	Facilities given to players
12	Sponsorship by agencies
13	Promotion by government
14	Effectiveness in Commercialization
15	Existence of formal training/coaching
16	Inclination of people towards sports

Table 1: Comprehensive List of Variables extracted from Literature

The list was then shared with experts who were directly or indirectly related to commercialization of cricket in India. The experts were a mix of people with rich experience in areas related to commercialization of cricket in India. Face to face one on one discussion was conducted and telephonic discussions were also conducted as a matter of last resort. The objective for this discussion was to extract enablers related to commercialization of cricket in

India. The above list was then coagulated into eleven factors and an excel file was shared with the respondents to collect responses from them. The data collected was cross sectional in nature. The idea behind choosing cross sectional questionnaire based approach is because it captures the experiences, opinions, beliefs of the respondents accurately (Yin, 2013; Sauders et. al, 2011; Zikmund, 2003). The questionnaire approach offers a much closer picture of the actual population and the results collected from the sample respondents can be extrapolated to the population as a whole. (Zikmund et. al, 2012; Hair et. al, 2008; Zikmund, 2003).

The experts were required to answer the questions in a specific format of V, A, X, O. In case of factors, the brief given was; if factor 'j', is seen as the main factor after 'i' is addressed, 'i' should be considered as higher than 'j' on priority for addressing. Four symbols were used to denote the type and direction of relationship between a pair of barriers 'i' and 'j' (referring to serial number of a factors in row and column respectively). This was used to develop a SSIM matrix.

V – barrier 'i' needs to be addressed before barrier 'j'

A – barrier 'j' needs to be addressed before barrier 'i'

X – both barriers 'i' and 'j' need to be addressed simultaneously and

O – barriers 'i' and 'j' can be addressed independent of each other

The idea of assessing the relationship in a linear form was to understand the basic level of precedence and association among the variables. Although, this may seem to be a crude way of making a judgement, but a scientific approach added to this would make this approach more robust. It is also observed that 11C2 would result in 110 combinations of relationships. The idea

of is to represent only unique relationships between the factors, so reverse combinations were excluded for the time being. For example, if a factor “A” needs to be resolved before “B”, it is obvious that “ B” would be resolve d after “A”. Therefore, to avoid duplicity, one relationship out of the pair is removed. Also, there are relationships the variable and itself which were also plucked out. The reason being that there is no level of precedence or relationship can be drawn with similar variables.

The second type of questionnaire was used to understand the reasons of associations between any two enablers. The second questionnaire aimed to explore the relationships developed from Interpretive Structural Modelling in order to transform it to Total Interpretive Structural Modelling.

3.6 Theoretical Framework

The present research attempts to resolve the discussion developed from the literature in terms of relating the research factors and develop a theoretical framework for formulating the relationship based on Interpretive Structural Modeling and developing a holistic model in continuation with the same using Total Interpretive Structural Modeling.

3.6.1. Interpretive Structural Model

Keeping in view the above facts, the work plan including research design and methodology was prepared. As mentioned in Chapter 1, information obtained from literature survey provided a basket of issues concerning the topic. To further provide a structure to these issues and understand their correlation, Interpretive Structural Modeling (ISM) based technique was adopted. Nine factors were identified from amongst the various issues using semi structured

interviews. The ISM and theoretical model thus developed was extended toward Total Interpretive Structural Modeling (TISM) along with MICMAC Analysis.

With reference to the objectives of the proposed research, Interpretive Structural Modelling (ISM) suits the proposed research as a methodology. ISM is a powerful qualitative tool created by J.N. Warfield to study complex issues and structure them systematically in terms of words and directed graphs which can be easily understood with much greater clarity (Talib, Rahman, & Qureshi, 2011; Poduval, Pramod, & V.P., 2015). Farris and Sage (1975) as cited by Attri, Dev, & Sharma (2013), define ISM "as a process aimed at assisting the human being to better understand what he/she believes and to recognize clearly what he/she does not know". ISM structures a set of directly and indirectly related elements of a complex system into a comprehensive structural model (Attri et al., 2013).

It is difficult for the human mind to grasp ill-defined elements that are related in a complex system/issue. (Bolanos, Fontela, Nenclares, & Pastor, 2005). This complexity and lack of well-defined relationships may impinge on the effectiveness of decision making. Also, when a large number of factors exist in a system, the inter-relationships between the factors, direct or indirect, describe the situation far better than the individual factors taken in isolation (Attri et al., 2013). According to the literature on the branding of sport as has been reported, the concerned study of the factors inhibiting the efficient and productive marketing strategy for cricket is a complex one owing to the sheer number of such factors and the profuse interactions among these factors. Assessing these barriers manually may give specious, pre-mature and incomplete conclusions, non-representative of the actual results. Identification of the barriers to factors impacting commercialization of cricket in India is one of the key steps which would be carefully done from the literature. Moreover, owing to the interactions among these barriers, it is possible that

addressing the most dominant barrier(s) may also help attenuate the dependent barriers, thus saving limited resources of the policy makers and practitioners, leading to effective decision making. This necessitates the identification of a well-established hierarchical structure through a methodology that imposes order and direction on the complex interactions among these sustainability barriers. ISM is such a methodology (Khan, & Haleem, 2015). It facilitates the development of a model that portrays the given complex issue in a carefully designed pattern implying graphics as well as words (Ramesh, Banwet, & Shankar, 2010). Given the suitability of this technique for modelling and analyzing the influence of inter-linked variables, ISM is proposed as the suitable methodology for this research.

ISM is 'interpretive' owing to the fact that the outcomes of judgement are based on a group of experts who are consulted to collate understandings about how the factors are inter-related. It is 'structural' because once identified, these relationships facilitate the extraction of an overall structure. It is 'modelling' because a graphical representation of this structure is undertaken (Khan, & Haleem, 2015). ISM has a wide range of applicability and as cited by Bolanos et al. (2005), Warfield (1994) has defined several possible structural types where ISM is suitable and demonstrated the many elemental classes (like goals, budget items, events, decisions, problems etc.), along with the possible types of relationships than can link these elements (like influence, comparative, temporal, definitive, mathematical etc.). These are reported in Table 3. The proposed research study falls under the 'Problematique' type of structure where the elemental class is 'problems' and the relation type is 'influence'. Thus, the proposed study has taken up the 'problems' (which are referred to as 'barriers' in the proposal) in the sustainability of the auto rickshaw sector and attempts to study their internal 'influences'.

Type of Structure	Element Class	Relation Type	Specific relation(s) used in applications
1. Intent Structure	Objectives, Goals, Intentions	Influence	"Supports", "helps achieve"
2. Priority Structure	Budget Line Items	Comparative	"Is of equal or higher priority than", "is equal or higher value than"
3. DELTA Chart	Activities, Events, Decisions	Temporal	"Should precede or coincide with"
4. Probelmatique	Problems	Influence	"Aggravates"
5. Curriculum Sequence	Learning Modules	Temporal	"Should be learned before or coincident with"
6. Solution Space	Unknown Variables	Influence, Temporal	"Is a function of", "should be computed before"
7. Field	Option	Definitive	"Is in the same category as"
8. Design Quad	Dimension	Influence, Temporal	"Is dependent on", "should be explored first in making design choices"
9. Complementary	Any	Any	"Is the complement of"

Source: Warfield (1994) as cited by Bolanos et al. (2005)

Table 2: Application of ISM structural types

The steps in conducting ISM are –

i Identification of elements relevant to the problem/issue/system through a survey, literature review or expert opinions.

ii Establishing a contextual pair wise relationship between elements.

iii Developing a Structural Self-Interaction Matrix (SSIM) of elements indicating the established contextual pair wise relationship between the elements.

iv Developing a reachability matrix from the SSIM and checking for transitivity.

v Partitioning of reachability matrix into different levels.

vi Based on the relationships in the reachability matrix, developing of a directed graph (digraph) and removal of transitivity links.

vii Conversion of the digraph into an ISM , by replacing element nodes with statements.

viii Review of the ISM model to check for conceptual inconsistency in order to make necessary modifications. (Ramesh et al., 2010).

In developing an ISM, one might also be interested in analysing the drive power and the dependence power of each variable. This task is accomplished by Matriced'Impacts croises-multiplication appliqué an classment, or, MICMAC analysis. The MICMAC analysis classifies the factors into four categories based on their drive/dependence power – autonomous factors (weak drive and dependence power), linkage factors (strong drive power and strong dependence power), dependent factors (weak drive power but strong dependence power) and independent factors (strong drive power but weak dependence power) (Attri et al., 2013).

It is difficult for the human mind to grasp ill-defined elements that are related in a complex system/issue. (Bolanos et. al, 2005). This complexity and lack of well defined relationships may impinge on the effectiveness of decision making. Also, when a large number of factors exist in a system, the inter-relationships between the factors, direct or indirect, describe the situation far better than the individual factors taken in isolation (Attri et al., 2013). According to the literature on the branding of sport as has been reported, the concerned study of the factors inhibiting the efficient and productive marketing strategy for cricket is a complex one owing to the sheer number of such factors and the profuse interactions among these factors. Assessing these barriers manually may give specious, pre-mature and incomplete conclusions, non representative of the actual results. Identification of the barriers to factors impacting commercialization of cricket in India is one of the key steps which would be carefully done from the literature. Moreover, owing to the interactions among these barriers, it is possible that addressing the most dominant barrier(s) may also help attenuate the dependent barriers, thus saving limited resources of the policy makers and practitioners, leading to effective decision making. This necessitates the identification of a well established hierarchical structure through a methodology that imposes order and direction on the complex interactions among these sustainability barriers. ISM is such a methodology (Khan, & Haleem, 2015). It facilitates the development of a model that portrays the given complex issue in a carefully designed pattern implying graphics as well as words (Ramesh, Banwet, & Shankar, 2010). In the light of ISM, it has also been noticed that ISM has it's own limitations (Sushil, 2012). The limitations although are distinguished in different sense but can be assimilated using TISM. The present study uses TISM for generating theory for commercialization of sports with special reference to Cricket in India. TISM is regarded as an extension of ISM in terms of causality which is missing in ISM (Nasim, 2011; Sushil, 2012).

ISM somehow fails to relate the variables and reflect the reasons for transitivity and causality between the variables. The loopholes were taken up and resolved by TISM and therefore it has attracted attention in various domains in a short span. (e.g. Goyal & Grover, 2012; Mangla, Kumar, & Barua, 2014; Prasad & Suri, 2011; Singh, 2013; Srivastava & Sushil, 2014; Ya- dav & Sushil, 2014). Sports and commercialization of sports in general has not been exploited by formal theories and this study is an attempt to develop and strengthen theory using TISM.

3.6.2. Operational Definitions of Constructs

The section gives a brief summary of the enablers for commercialization of cricket in India. Table below gives the list of the enablers and the references from where these were derived. These eleven enablers are used in the present study and a relationship between them is to be derived using Interpretive Structural Modeling and further reasons of their association will be derived using Total Interpretive Structural Modeling along with MICMAC Analysis to understand the attributes of each of the variables.

Sr. No.	Enablers / Drivers	References
D1	Followers/Viewership of Sport	Agergaard and Sørensen,2010; Hardy et. al, 2010; Puri, 1982; Balasubramanian and Gloryson, 2013
D2	State of Art infrastructure	Solberg and Gratton, 2014; Smith, 2009; Frederick and Patil, 2009; Kedar, 2015; Chaterjee, 2012
D3	Association of players with brands/campaigns	Motion et. al, 2003; Shank and Lyberger, 2014; Szabó, 2014; Downward et. al, 2014; Wilson, 2015; Kumar, 2007;Hill and Vincent, 2006
D4	Dedicated channels for screening the sport	Solberg and Gratton, 2014; Smith, 2009; Iyer, 2011; Paul, 2012; Chaterjee, 2012

D5	Role of Social Media	Gerrard 2008; Dasgupta and Mathew, 2012; Chaterjee, 2012
D6	Sale of equipments related to Sports	Scalmer, 2007; Mustafa, 2009; Rein and Shields, 2007
D7	Frequency of matches played in an year	Showkat, 2013; Gooptu, 2004; Mangold and Faulds, 2009; Frederick and Patil, 2009
D8	Facilities given at Sports/College level	Kedar, 2015; Chaterjee, 2012; Vos et. al, 2012; Downward et. al, 2014; Scalmer, 2007; Mustafa, 2009; Rein and Shields, 2007
D9	Sponsorship by agencies	Scherer and Jackson, 2007; Santomier, 2008; Linder 2011; Richelieu et. al,2008
D10	Promotion by government	English 2013; Cashman, 2006; Khanwalkar, 2013 Frederick and Patil, 2009
D11	Effective Commercialization	Enjolras, 2002; Majumdar, 2003; Chakrabarty et.al, 2007; Speed,2011; Ray,2008; Peterson et. al, 2009; Kumar, 2007; Cashman, 2006

Table 3: List of enablers of commercialization of cricket in India

3.7 Sampling Design and Data Collection

The questionnaire was distributed to stakeholders from cricket which included ex cricketers, sportsperson, media persons, investors in cricket, cricket commentators etc. The questionnaire was sent over an email to 55 stakeholders and 45 respondents responded which were clubbed in developing a contextual relationship among the various factors (Beatty & Willis, 2007). The response rate in the study was found to be 81.8% which is significantly high. Stakeholders were

carefully identified in the study and special care was taken to ensure genuineness of the responses. The responses collected were in the form of a V, A, X, O table which has been described in detail in the chapter. The stakeholders were chosen with a proper mix of experience and diversity in order to attain holistic responses. This would help in incorporating grounded theory approach to explore factors for the study and therefore develop a framework to link the variables and give justifications to logically backup the developed argument.

3.8 Concluding Remarks

The research strategies adopted in this study are presented and explained in detail in this chapter. The chapter also supports the theories behind choosing a particular research methodology in this study. The chapter also details the process for each and every method used for the study.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Overview

This chapter showcases the results of the data collected and discusses the results in detail. The chapter also highlights the step by step process conducted for Interpretive Structural Modeling and the logical reasons behind conducting each step. The results derived from ISM followed by MICMAC Analysis are also discussed in detail. The chapter also gives a brief of TISM and discusses the reasons for extending the framework of ISM to TISM. The chapter discusses the TISM framework and logically justifies the reason of association between the variables to develop a holistic framework.

4.2 Discussion of Results of ISM Framework

ISM methodology suggests the use of the expert opinions based on various management techniques such as brain storming, nominal group technique, etc. in developing the contextual relationship among the variables. For this purpose, experts from the industry and academia should be consulted in identifying the nature of contextual relationship among the factors. These experts from the industry and academia should be well conversant with the problem under consideration. A contextual relationship of 'leads to' or 'influences' must be chosen for analyzing the factors. This means that one factor influences another factor. On the basis of this, contextual relationship between the identified factors is developed.

ISM allows handling of several elemental classes under various structural types (Table 4) and varied relationships amongst those elements (Table 5). It helps in understanding of several ill-defined elements that are related in systems (Bolanos *et al.*, 2005). It also helps in summarizing relationships among specific items and imposing an order and direction on the complex relationship among elements of the system (Thakkar *et al.*, 2007).

Type of structure	Element class	Relation type	Specific relation(s) that could be used in applications
Intent structure	Objectives, goals	Influence	"Supports", "helps achieve" intentions
Priority structure	Budget line items	Comparative	"Is of equal or higher priority than", "is of equal or higher value than"
DELTA chart	Activities, events	Temporal	"Should precede or coincide with" decisions
Problematic	Problems	Influence	"Aggravates"
Field	Option	Definitive	"Is in the same category as"
Design quad	Dimension	Influence, temporal	"Is dependent on", "should be explored first in making design choices"

Table 4: Types of structures and classes of elements

Definitive	Comparative	Influence	Temporal	Spatial	Mathematical
Includes	Is greater than	Causes	Must precede	Lies east of	Is a function of
Is included in	Is heavier than	Affects	Must follow	Lies west of	Affects the likelihood of
Implies	Is preferred to	Aggravates	Precedes/ coincides with	Lies to the right of	Can be computed by
Is a member of	Is of higher priority than	Enhances	Requires more time than	Lies to the left of	Is computable from
Covers	Is more useful than	Supports	Overlaps with	Lies above	Is disjoint with
Is a partition of	Is more important than	Confirms	Is disjoint in time with	Lies below	Has a non-zero intersection with
Is necessary / sufficient for	Is more critical than	Strengthens /Weakens		Has a component to the left of	Equals / Is greater /less than
Is assigned to		Is independent of			Is a cover of, partition of

Table 5: Types of relationships

For the problem under consideration, with eleven factors identified; ISM framework is used to understand the contextual relationships and compute the driving powers and dependencies of these elements influencing commercialization of cricket in India. Given that elements under study are of two types, contextual relationship based on 'priority for addressing' is applied for understanding the barrier/hurdles and 'reinforcement or positive influence' is used for interpreting interdependence among enablers/drivers.

4.3 Results from ISM Framework

The eleven factors derived from the literature can have 11C2 combinations possible. It is therefore important to understand the type of relationship that these pairs can attain. The present study therefore consulted stakeholders from academia and industry. The stakeholders were chosen from various backgrounds like ex-cricketers, cricket commentators, investors in cricket, cricket broadcasters etc. The agenda of choosing people from supply side of the cricket was to understand the governance and their perception about the status if commercialization of cricket in India. The diversity of experience earned by them over the years have lead to increase in better understanding of every aspect of the game. Detailed discussions with these experts lead to develop a contextual relationship between the identified factors from the study. The relationships were broadly categorized in four types : V, A,X, O.

In case of factors, the brief given was; if factor 'j', is seen as the main factor after 'i' is addressed, 'i' should be considered as higher than 'j' on priority for addressing. Four symbols were used to denote the type and direction of relationship between a pair of barriers 'i' and 'j' (referring to serial number of a factors in row and column respectively). This was used to develop a SSIM matrix.

V – barrier ‘i’ needs to be addressed before barrier ‘j’

A – barrier ‘j’ needs to be addressed before barrier ‘i’

X – both barriers ‘i’ and ‘j’ need to be addressed simultaneously and

O – barriers ‘i’ and ‘j’ can be addressed independent of each other

The idea of assessing the relationship in a linear form was to understand the basic level of precedence and association among the variables. Although, this may seem to be a crude way of making a judgement, but a scientific approach added to this would make this approach more robust. It is also observed that 11C2 would result in 110 combinations of relationships. The idea of is to represent only unique relationships between the factors, so reverse combinations were excluded for the time being. For example, if a factor “A” needs to be resolved before “B”, it is obvious that “B” would be resolve d after “A”. Therefore, to avoid duplicity, one relationship out of the pair is removed. Also, there are relationships the variable and itself which were also plucked out. The reason being that there is no level of precedence or relationship can be drawn with similar variables.

Based on the contextual relationships, the Self Structured Interaction Matrix (SSIM) is developed. To obtain consensus, the SSIM was further discussed by a group of experts. On the basis of their responses, SSIM was finalized. Table 6 represents the SSIM matrix for the study.

Sr. No.	Brief Description of Drivers/Enablers	11	10	9	8	7	6	5	4	3	2
D1	Followers/Viewership of Sport	V	O	O	O	A	V	O	O	X	A
D2	State of Art infrastructure	V	X	O	O	X	V	O	O	A	
D3	Association of players with brands/campaigns	O	A	O	O	A	V	A	O		
D4	Dedicated channels for screening the sport	O	O	A	A	O	A	X			
D5	Role of Social Media	V	O	A	A	A	A				
D6	Sale of equipments related to Sports	V	A	A	O	A					
D7	Frequency of matches played in an year	V	V	V	O						
D8	Facilities given at Sports/College level	V	V	V							
D9	Sponsorship by agencies	V	V								
D10	Promotion by government	V									
D11	Effective Commercialization										

Table 6: SSIM Matrix

The above table gives a brief explanation of the associations between the two heterogeneous variables. For example, followers of sports or viewership of sports leads to effective commercialization which is supported by the table as well which represents a "V" for the above said relationship. Similarly, Role of Social media has no role to play with promotion of sports by government in a direct sense and therefore there is a "O" in a relationship. The results from the table may be contradictions because it is developed from the viewpoints of the limited set of experts. Also, there is a possibility to reach out to a variable indirectly while the above table reflects only directly contextual relationships.

At this stage, the aim is to not to understand transitivity, but in due course of the results the rule of transitivity will be discussed in detail as well. As the relationships were assigned nominal variables, we need to convert it to a higher order variable in order to perform some operations. The next step in ISM approach is to develop an initial reachability matrix from SSIM. For this,

SSIM is converted into the initial reachability matrix by substituting the four symbols (i.e., V, A, X or O) of SSIM by 1s or 0s in the initial reachability matrix.

The conversion is done using Boolean algebra and the concept of binary numbers is used to assign and exchange V, A, X, O.

If entry (i,j) in SSIM = 'V', enter element (i,j) as '1' and (j. i) as '0' in initial reachability matrix

If entry (i,j) in SSIM = 'A', enter element (i,j) as '0' and (j. i) as '1' in initial reachability matrix

If entry (i,j) in SSIM = 'X', enter element (i,j) as '1' and (j. i) as '1' in initial reachability matrix

If entry (i,j) in SSIM = 'O', enter element (i,j) as '0' and (j. i) as '0' in initial reachability matrix

In the next step, final reachability matrix is prepared. For this purpose, the concept of transitivity is introduced so that some of the cells of the initial reachability matrix are filled by inference. Transitivity can be explained with the following example if element 'i' relates to element 'j' and element 'j' relates to element 'k', then transitivity implies element 'I' relates to element 'k'. Transitivity is the basic assumption in ISM and is always used in this modeling approach (Dubey & Ali, 2014). It also helps in maintaining the conceptual consistency. The final reachability matrix will then consist of some entries from the pair-wise comparisons and some inferred entries. The transitivity concept is used to fill the gap, if any. Following the above rules, the initial reachability matrix is prepared. After incorporating the transitivity concept as described above, the final reachability matrix is obtained. The final reachability matrix is finally converted into a level matrix as shown below.

Sr. No.	Enabler / Driver	1	2	3	4	5	6	7	8	9	10	11
D1	Followers/Viewership of Sport	1	0	1	0	0	1	0	0	0	0	1
D2	State of Art infrastructure	1	1	1	1	1	1	1	0	1	1	1
D3	Association of players with brands/campaigns	1	0	1	0	0	1	0	0	0	0	1
D4	Dedicated channels for screening the sport	1	0	1	1	1	1	0	0	0	0	1
D5	Role of Social Media	1	0	1	1	1	1	0	0	0	0	1
D6	Sale of equipments related to Sports	0	0	0	0	0	1	0	0	0	0	1
D7	Frequency of matches played in an year	1	1	1	1	1	1	1	0	1	1	1
D8	Facilities given at Sports/College level	1	1	1	1	1	1	1	1	1	1	1
D9	Sponsorship by agencies	1	1	1	1	1	1	1	0	1	1	1
D10	Promotion by government	1	1	1	1	1	1	1	0	1	1	1
D11	Effective Commercialization	0	0	0	0	0	0	0	0	0	0	1

Table 7: Initial Reachability Matrix

Sr. No.	Enabler / Driver	1	2	3	4	5	6	7	8	9	10	11	Driving Power
D1	Followers/Viewership of Sport	1	0	1	1*	0	1	0	0	0	0	1	5
D2	State of Art infrastructure	1	1	1	1	1	1	1	0	1	1	1	10
D3	Association of players with brands/campaigns	1	0	1	1*	0	1	1*	0	1*	0	1	7
D4	Dedicated channels for screening the sport	1	0	1	1	1	1	1*	0	0	0	1	7
D5	Role of Social Media	1	0	1	1	1	1	0	0	0	1*	1	7
D6	Sale of equipments related to Sports	0	1*	0	0	0	1	0	1*	0	0	1	4
D7	Frequency of matches played in an year	1	1	1	1	1	1	1	0	1	1	1	10
D8	Facilities given at Sports/College level	1	1	1	1	1	1	1	1	1	1	1	11
D9	Sponsorship by agencies	1	1	1	1	1	1	1	0	1	1	1	10
D10	Promotion by government	1	1	1	1	1	1	1	0	1	1	1	10
D11	Effective Commercialization	0	1*	0	0	1*	0	0	1*	0	0	1	4
	Dependency	9	7	9	9	7	10	7	3	6	6	11	

Table 8: Driving Power and Dependency Matrix including transitivity

The above table gives a clubbed effect of variables in horizontal and vertical manner. The driving power is the summation of horizontal rows while dependency is related to addition of columns in a vertical manner. The addition of "1's" in horizontal and vertical manner gives a summation of factors which are responsible for contributing towards each factors. The numerical changes would help in assessing the exact dependence of each factor on others. As the diagonal element always have 1 as the elements, the summation of the rows and columns would always have minimum value of 1 while maximum value can be 11 in this case. The same is reflected from the reachability matrix as also. The matrix also coins the two terms "dependency" and "driving power" which has their importance in MICMAC Analysis as well which is explained in the later section of the chapter. These terminologies are important to understand the attributes of each of the variables.

From the final reachability matrix, for each factor, reachability set and antecedent sets are derived. The reachability set consists of the factor itself and the other factor that it may impact, whereas the antecedent set consists of the factor itself and the other factor that may impact it. Thereafter, the intersection of these sets is derived for all the factors and levels of different factor are determined. The factors for which the reachability and the intersection sets are the same occupy the top level in the ISM hierarchy. The top-level factors are those factors that will not lead the other factors above their own level in the hierarchy. Once the top-level factor is identified, it is removed from consideration. Then, the same process is repeated to find out the factors in the next level. This process is continued until the level of each factor is found. These levels help in building the diagraph and the ISM model.

Enablers	Reachability Set	Antecedent Set	Intersection Set	Level
D1	1,3,6,11	1,2,3,4,5,7,8,9,10	1,3	
D2	1,2,3,4,5,6,7,9,10,11	2,7,8,9,10	2,7,9,10	
D3	1, 3, 6, 11	1,2,3,4,5,7,8,9,10	1,3	
D4	1, 3, 4, 5, 6, 11	2,4,5,7,8,9,10	4,5	
D5	1, 3, 4, 5, 6, 11	2,4,5,7,8,9,10	4,5	
D6	6,11	1,2,3,4,5,6,7,8,9,10	6	
D7	1,2,3,4,5,6,7,9,10,11	2,7,8,9,10	2,7,9,10	
D8	1,2,3,4,5,6,7,8,9,10,11	8	8	
D9	1,2,3,4,5,6,7,9,10,11	2,7,8,9,10	2,7,9,10	
D10	1,2,3,4,5,6,7,9,10,11	2,7,8,9,10	2,7,9,10	
D11	11	1,2,3,4,5,6,7,8,9,10, 11	11	***I***

Enablers	Reachability Set	Antecedent Set	Intersection Set	Level
D1	1,3,6	1,2,3,4,5,7,8,9,10	1,3	
D2	1,2,3,4,5,6,7,9,10	2,7,8,9,10	2,7,9,10	
D3	1, 3, 6	1,2,3,4,5,7,8,9,10	1,3	
D4	1, 3, 4, 5, 6	2,4,5,7,8,9,10	4,5	
D5	1, 3, 4, 5, 6	2,4,5,7,8,9,10	4,5	
D6	6	1,2,3,4,5,6,7,8,9,10	6	***II***
D7	1,2,3,4,5,6,7,9,10	2,7,8,9,10	2,7,9,10	
D8	1,2,3,4,5,6,7,8,9,10	8	8	
D9	1,2,3,4,5,6,7,9,10	2,7,8,9,10	2,7,9,10	
D10	1,2,3,4,5,6,7,9,10	2,7,8,9,10	2,7,9,10	

Enablers	Reachability Set	Antecedent Set	Intersection Set	Level
D1	1,3	1,2,3,4,5,7,8,9,10	1,3	***III***
D2	1,2,3,4,5,7,9,10	2,7,8,9,10	2,7,9,10	
D3	1, 3	1,2,3,4,5,7,8,9,10	1,3	***III***
D4	1, 3, 4, 5	2,4,5,7,8,9,10	4,5	
D5	1, 3, 4, 5	2,4,5,7,8,9,10	4,5	
D7	1,2,3,4,5,7,9,10	2,7,8,9,10	2,7,9,10	
D8	1,2,3,4,5,7,8,9,10	8	8	
D9	1,2,3,4,5,7,9,10	2,7,8,9,10	2,7,9,10	
D10	1,2,3,4,5,7,9,10	2,7,8,9,10	2,7,9,10	

Enablers	Reachability Set	Antecedent Set	Intersection Set	Level
D2	2,4,5,7,9,10	2,7,8,9,10	2,7,9,10	
D4	4, 5	2,4,5,7,8,9,10	4,5	***IV***
D5	4, 5	2,4,5,7,8,9,10	4,5	***IV***
D7	2,4,5,7,9,10	2,7,8,9,10	2,7,9,10	
D8	2,4,5,7,8,9,10	8	8	
D9	2,4,5,7,9,10	2,7,8,9,10	2,7,9,10	
D10	2,4,5,7,9,10	2,7,8,9,10	2,7,9,10	

Enablers	Reachability Set	Antecedent Set	Intersection Set	Level
D2	2,7,9,10	2,7,8,9,10	2,7,9,10	***V***
D7	2,7,9,10	2,7,8,9,10	2,7,9,10	***V***
D8	2,7,8,9,10	8	8	
D9	2,7,9,10	2,7,8,9,10	2,7,9,10	***V***
D10	2,7,9,10	2,7,8,9,10	2,7,9,10	***V***

Enablers	Reachability Set	Antecedent Set	Intersection Set	Level
D8	8	8	8	***VI***

Table 9: Level Partioning

4.4 Discussion of Results – ISM Framework

Conical matrix is developed by clustering factors in the same level across the rows and columns of the final reachability matrix. The drive power of a factor is derived by summing up the number of ones in the rows and its dependence power by summing up the number of ones in the columns. Next, drive power and dependence power ranks are calculated by giving highest ranks to the factors that have the maximum number of ones in the rows and columns, respectively.

The results from the above tables and level of partitions reflect that there are six levels in which the eleven factors can be bifurcated. The bifurcations are done to understand the hierarchy of the factors. These levels are representative of the blocks which the study has identified to build the tree using the branches. The development of pyramid is done by placed the variables in the last

level at the base. The present study therefore forms “Facilities given at School and College levels” at the base of the pyramid. The results also support the argument made by Mustafa(2013) regarding the role of colleges and schools to promote the game. The degree of commercialization can be enhanced and expedited if the issues at the base of the pyramid are resolved. The results also support the theories developed by earlier researchers. A large section of youth gets education and it is a responsibility of the schools and colleges to promote cricket. The promotion is also driven by the number of matches played at the school level.

4.4.1. Promotion of cricket at primary level

The talent needs to be identified and groomed well to have healthy and better competition at the next level. The results also reveal that the best talent of the country can be nourished at the young age. The degree of commercialization needs to be engrossed at a young age and should be continuous work needs to be done to improve the profile of the students. Like studies, sports should also be given importance which is followed by various countries. Australia and England are two prime examples which have cricket academies and have contributed significantly towards cricket in the past 4 decades. Australia won the world cup three times in a row and has the maximum number of world cups under their belt because of promotion of cricket at the college level. Youth between the age group of 11-19 have been groomed with the tricks and tactics of cricket by cricket academies. Cricket is taught to them as a subject rather a sport. The trend needs to be understood by India as well. India lacks on infrastructure and opportunities to educate students about the game. The quality of coaches also reflects the output quality of Indian under 19 cricket and women team. The coaches are also not trained well to understand the

foreign pitches and India's under 19 performance on foreign soils have been miserable. Also, studies add to the fact that the number of matches played between universities and colleges to promote cricket are comparatively less when compared to any other nation.

4.4.2. Public-Private sponsorship to cricketers

The next level of level five as derived from level portioning has four elements in it. Better facilities at school and college levels would initiate two factors. The first factor is sponsorship by agencies for the matches. Sponsorship is a factor which is driven by profits and popularity. Cricket as literature also supports attracts a lot of investors especially the new version IPL. The new format of the game has also provoked the sponsors to invest money and sponsor the teams in large numbers. The sponsorship is given to teams which did not even exist a couple of years back. IPL is a fine example. The launch of teams for the first tune in IPL attracted fresh talent and crores of sponsorship. A lot of players made their debut from both India and abroad in the Indianization of cricket. The changing dynamics of the game has also changed the viewpoint of the sponsors. There is no study which has related the two levels earlier. The association is first of its kind for cricket. The results also give a parallel effect on promotion by government which is the second factor in the same trail. This second building block leads to development of promotion in terms of scholarships awarded by government and funding the players to excel in the game. This factor is governed by both degree of sports played at college and school levels and promotion in terms of sponsorship.

4.4.3. Development of Infrastructure and Enhancing Number of Matches Played

Apart from the two factors, there are two more factors which are influenced by the flow of commercialization. The first one being "State of Art Infrastructure". The funds by the government are thus not restricted and related to only enhancement of players, but also to build state of art infrastructure and in their maintenance. BCCI takes care of developing grounds and maintaining them to host matches at international, national and local levels. Studies have supported the development of cricket stadiums by government and public private agencies as a medium of commercialization. Although, not every stadium was built with the agenda of commercialization and there is still a dearth of advertisements for local and national level cricket in India. It is under this purview, it is important to invest in state of art infrastructure to give the players a feel to play in actual conditions. Government should also promote clubs and colleges to allow their teams to practice in the stadiums more option to enhance the skills of the cricketers. The infrastructure is not restricted to only development of cricket stadiums and pitches, but also expanded to offering equipments as close as possible to international standards. The infrastructure support by the government should also flow in for colleges and schools to develop a robust model and attract better sponsors and increase the commercialization of cricket in India.

The last block in this level of pyramid is "frequency of matches played" which would enhance the commercialization of cricket in India. The state of art infrastructure would attract more matches played at the local, state and national level. The number of matches is directly related to coverage by media and attraction of funds from private investors and public counterparts. State government would then infuse more money for players as their salaries to retain the best talent of the country. The investment is not only restricted to salaries and perks given to cricketers, but

also to the advertisements and hoardings which are showcased during the match. The degree of commercialization would also be flown by the viewers and followers of the game which would relate to commercialization.

4.4.4. Role of Media for promotion of game

The next level is made up to of a role of social media and dedicated channels for screening of cricket matches. Both the factors are interrelated to each other. Social media is the recent trend and has increased the visibility and the number of updates for a cricket matches. Social media also highlights the news and updates related to players and their associations with brands. A hashtag on Facebook would make multiple people, personality and game famous in one click. Studies have also supported the use of social media to commercialize cricket. The retirement of Sachin Tendulkar attracted tweets more than presidential elections in the country. The event related to the Master blaster is celebrated and shared by millions of supporters on the web. Similar is the case for Yuvraj Singh hitting six sixes in a T-20 match against England. As mentioned, it is duly affected by number of matches played and screening of these matches. IPL in recent times have staged a set for channels like Max and Star Cricket to present only cricket matches. This is irrespective of the game played at whatever level and between whichever teams. The number of matches has also risen because of leagues like English County, IPL and ICL. These matches have commercialized cricket in the host country and the playing nations as well. The matches played have also risen due to matches played at state level and now even at local levels. There is a need to record and broadcast these matches in order to attract best talent of the country. The channels which are dedicated for showing these matches have sponsors and advertisements to run the show. The TRP ratings of these channels in India are higher than many

family channels and during IPL they attract highest subscribers, even more than ESPN Start Sports.

A step above the framework witnesses association of players with brands which is direct commercialization. Social Media as mentioned and studied by Chatterjee(2012) would relate to popularity of the game and the players as well. The cricketers are also picked to endorse the brands in every sector. A study by Mustafa(2013) found out that the endorsements of brands are done by most of the batsmen in cricket. Bowlers miss out on standalone endorsements of brands. The ISM framework also reflects that association of players leads to followers of sports and vice versa. Study by Majumdar(2005) reflect that followers and viewership of sports have a double effect on association of cricketers with brands. The types of brands endorsed are not limited to any particular sector. The associations of Sachin with Reynolds and Mahendra Singh Dhoni and Virat Kohli with automobile brands have shown that companies irrespective of their background opt for cricketers to endorse their brand.

4.4.5. Advancements in equipments and their Sale

The second last level from the ISM framework is increase in sales of equipments which leads to effective commercialization. The sale of equipments related to cricket is directly proportional to increase in interest of the games. A survey conducted by Pan et. al (2014) found out that sale of equipments of cricket balls was the maximum between the year 2010-12. The study also concluded that cricket kits were sold maximum by shop owners when compared to any other sports. The sale of equipements also reflects that players are looking forward to play the game consistently. The craze of the game is measured by the players and aspirants as the craze of a college is determined by the number of aspirants writing the entrance exams. Thus

commercialization needs to be effective if a step by step approach as discussed needs to be incorporated. The effectiveness of commercialization also depends on the degree of seriousness incorporated while linking the variables identified from the study.

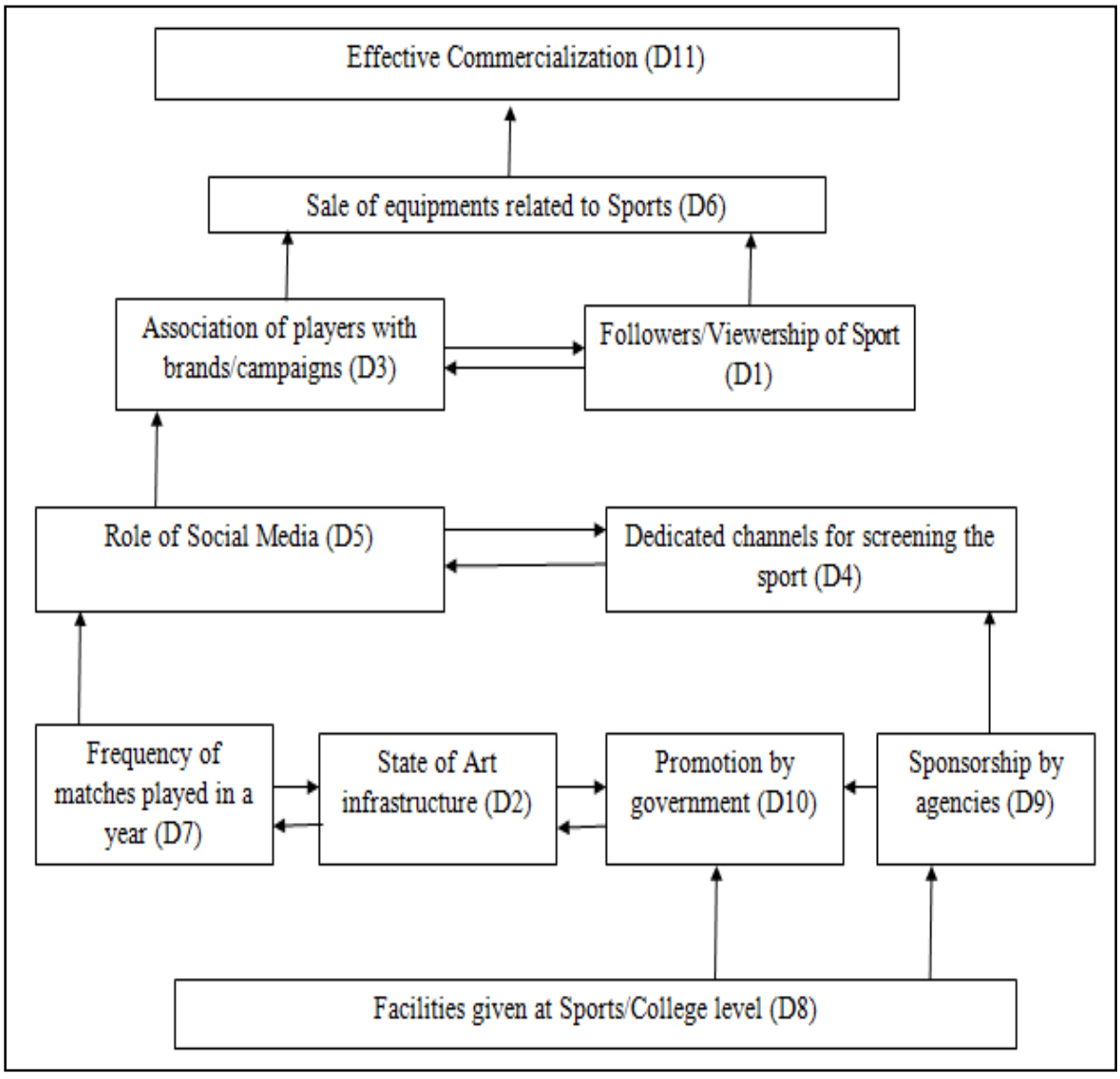
Effective Commercialization (D11)
Sale of equipments related to Sports (D6)
Association of players with brands/campaigns (D3)
Followers/Viewership of Sport (D1)
Role of Social Media (D5)
Dedicated channels for screening the sport (D4)
Frequency of matches played in a year (D7)
State of Art infrastructure (D2)
Promotion by government (D10)
Sponsorship by agencies (D9)
Facilities given at Sports/College level (D8)

Figure 1: Interpretive Structural Modeling for commercialization of cricket in India

4.5 Classification of Enablers of Commercialization of Cricket- MICMAC Analysis

In developing an ISM, one might also be interested in analysing the drive power and the dependence power of each variable. This task is accomplished by Matriced'Impacts croises-multiplication appliqué an classment, or, MICMAC analysis. The MICMAC analysis classifies the factors into four categories based on their drive/dependence power – autonomous factors (weak drive and dependence power), linkage factors (strong drive power and strong dependence power), dependent factors (weak drive power but strong dependence power) and independent factors (strong drive power but weak dependence power) (Attri et al., 2013). The study has therefore classified the factors into four quadrants. The quadrants are classified on the basis of dependence (x –axis) and driving power (y - axis).

Autonomous factors: These factors have weak drive power and weak dependence power. They are relatively disconnected from the system, with which they have few links, which may be very strong.

Linkage factors: These factors have strong drive power as well as strong dependence power. These factors are unstable in the fact that any action on these factors will have an effect on others and also a feedback effect on themselves.

Dependent factors: These factors have weak drive power but strong dependence power.

Independent factors: These factors have strong drive power but weak dependence power. A factor with a very strong drive power, called the 'key factor' falls into the category of independent or linkage factors.

The present study found out that there were no autonomous variables. The results are favorable because an existence of autonomous indicates that the variable needs to be ideally dropped from the framework. It acts as a independent variable as is not dependent or indicative of being dependent. The MICMAC Analysis involves plotting of each of the variables using the dependence and driving powers. The non occurrence of autonomous variables is a positive sign and indicates that the framework developed reflects a sense of robustness.

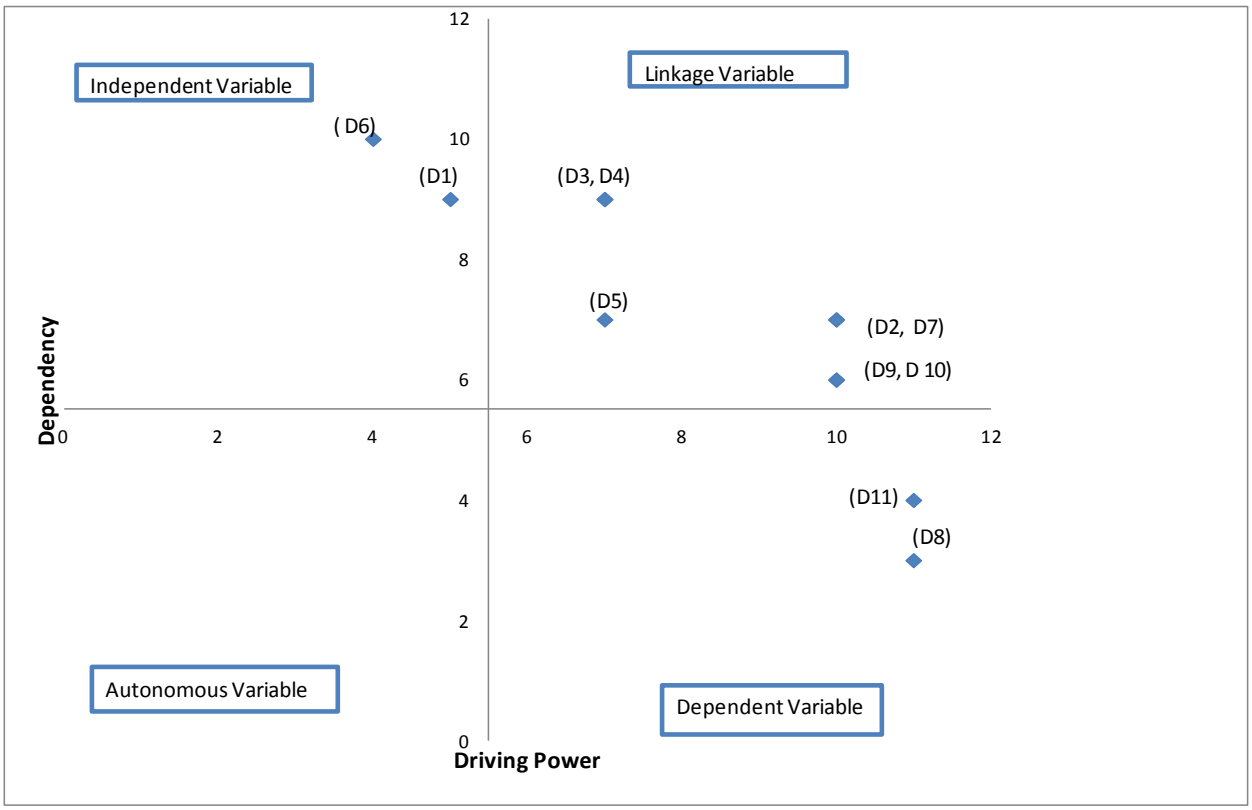

Figure 2: MICMAC Analysis for Commercialization of Cricket in India

As discussed earlier, the study found out 11 factors that lead to commercialization of sports and a preliminary ISM model is developed. ISM although is powerful technique, but has it's limitations (Sushil, 2012). The links although reflect that there is a presence or absence of a relationship between two variables, but fails to explore the reasons behind the association

(Dubey & Ali, 2014; Singh & Sushil, 2013; Sushil, 2012). The study therefore used TISM to tag the reasons of associations and a final framework was developed.

However, there are some shortcomings of the existing ISM model (Sushil, 2012). The ISM model has certain acknowledged limitations which need to be corrected. First, the ISM model has failed to reflect on the nature of interpreting links; second, the model lacks complete transparency (Dubey & Ali, 2014; Singh & Sushil, 2013; Sushil, 2012). Finally, TISM model is developed as shown in Figure 3. The steps followed were:

Step 1: The variables were identified using extensive literature review and, further, we have consulted experts to finally arrive at eleven enablers of sustainable manufacturing, as discussed in the earlier sections of our paper.

Step 2: Through the brainstorming technique, we have attempted to define the contextual relationships among enablers.

Step 3: The interpretation of pairwise comparison is further undertaken. The associations between any two enablers are questioned in terms of ‘yes’ or ‘no’. There will be in all nC2 (i.e. n (n- 1)/2) paired comparisons. To further upgrade to TISM, the expert needs to explain the interpretive logic for the dominance of elements (Dubey & Ali, 2014).

Step 4: An interpretive logic knowledge base is developed.

Step 5: A final reachability matrix from an interpretive logic knowledge base is derived.

Step 6: A directed graph from a conical matrix is drawn.

Step 7: The final diagram is translated into a binary interaction matrix.

Step 8: The interpretive matrix is finally developed from the binary interaction matrix (Table 7).

Step 9: The TISM model is developed in which links are interpreted. (Dubey et. al, 2015)

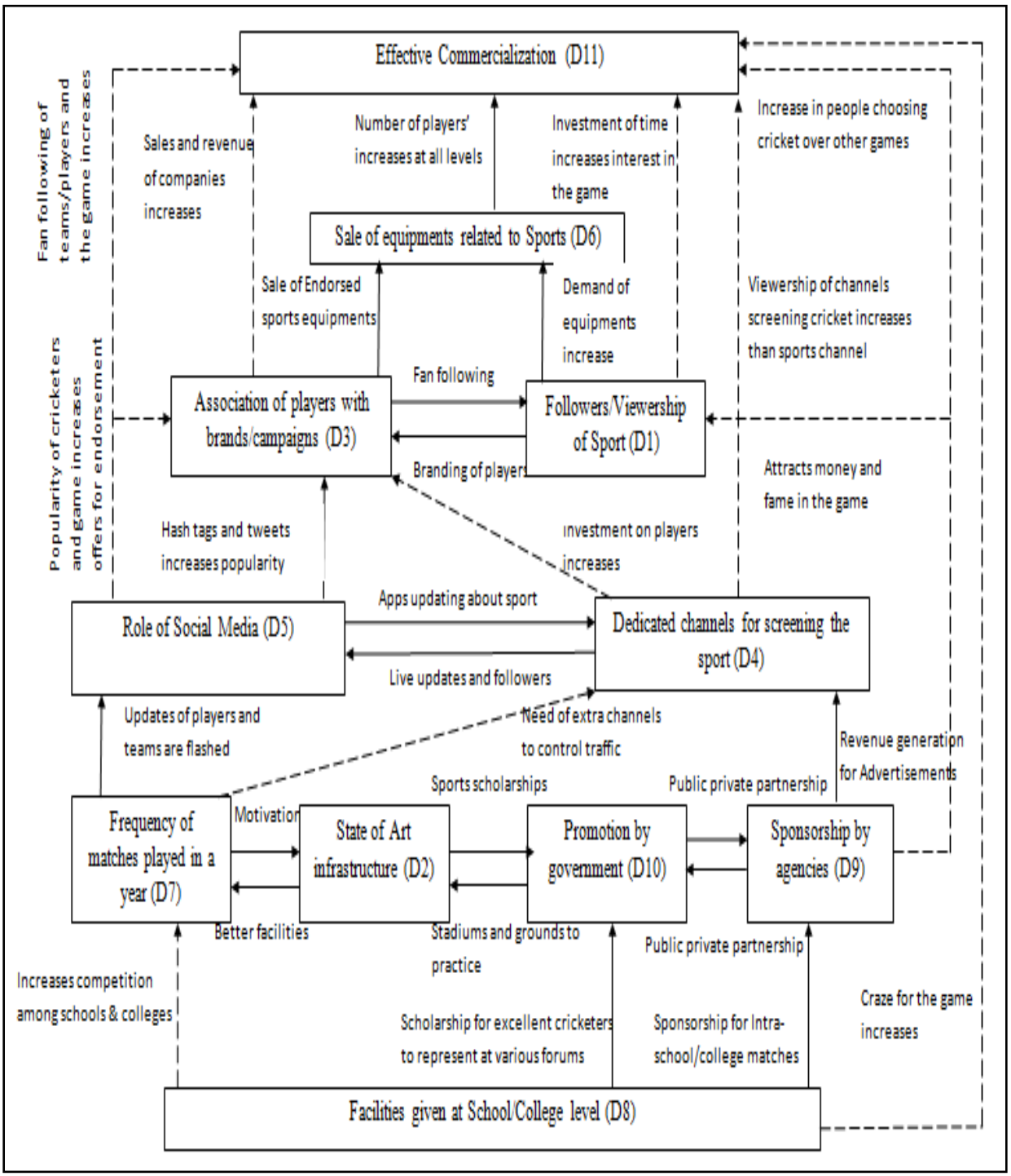
Effective Commercialization (D11)
Fan following of teams/players and the game increases
Sales and revenue of companies increases
Number of players' increases at all levels
Investment of time increases interest in the game
Increase in people choosing cricket over other games
Sale of equipments related to Sports (D6)
Sale of Endorsed sports equipments
Demand of equipments increase
Viewership of channels screening cricket increases than sports channel
Popularity of cricketers and game increases offers for endorsement
Fan following
Association of players with brands/campaigns (D3)
Followers/Viewership of Sport (D1)
Branding of players
Attracts money and fame in the game
Hash tags and tweets increases popularity
Investment on players increases
Apps updating about sport
Role of Social Media (D5)
Dedicated channels for screening the sport (D4)
Live updates and followers
Updates of players and teams are flashed
Need of extra channels to control traffic
Revenue generation for Advertisements
Sports scholarships
Public private partnership
Frequency of matches played in a year (D7)
Motivation
State of Art infrastructure (D2)
Promotion by government (D10)
Sponsorship by agencies (D9)
Better facilities
Stadiums and grounds to practice
Public private partnership
Increases competition among schools & colleges
Craze for the game increases
Scholarship for excellent cricketers to represent at various forums
Sponsorship for Intra-school/college matches
Facilities given at School/College level (D8)

Figure 3: Total Interpretive Structural Model for Commercialization of Cricket in India

CHAPTER 5

CONCLUSION

5.1 Overview

The present chapter presents conclusions, recommendations, limitations and further scope of study. Observations and insight of the researcher is duly incorporated in this chapter.

5.2 Conclusion drawn from study

Researcher has adopted two approaches to carry out research. Firstly, the literature review and secondly TISM based approach. Based on extensive review of literature drawn from reputable journals and published reports. The literature were further classified into sub sections as commercialization of sports, theories of commercialization of sports, factors influencing commercialization of sports, need for alternative research methods and finally research gaps. The eleven drivers were identified used for developing questionnaire for gathering response from the experts who are directly or indirectly associated with commercialization of cricket sport. The structured questionnaire was developed and administered with those respondents who are associated with Indian Premier League operations. The respondents were asked to indicate the importance of eleven drivers on a scale of 1 to 5. The mean score of the driver greater than 3 were considered as “1” and lower than “3” were considered as “0”. The SSIM matrix generated based on the response gathered using structured questionnaire. The SSIM matrix used symbols like V, A, X and O to represent the direction of the linkages between two drivers. The SSIM matrix was further converted into “initial reachability” matrix which is also termed as binary digit matrix. The reachability matrix was further checked for transitivity. Based on transitivity check the initial reachability matrix was further converted into “final reachability” matrix. The final reachability matrix was used for level partitioning using mathematical equation “RS ∩ AS

=RS". The detailed discussions for the same can be found in the chapter four of the thesis. The levels obtained were further converted into ISM. Based on the argument of Sushil (2012), the ISM model was further converted into TISM to strengthen the discussions. Based on TISM, an attempt has been made to identify strategies to achieve the outcome of each drivers based on expert opinions. The finding indicates that sport facilities given at school or colleges leads to effective commercialization of sports. Hence, researcher argues that leading sport agencies needs to focus on school and colleges to build sport culture which is missing in Indian context barring few examples.

5.3 Conclusion drawn from Literature Review

The important conclusions drawn from literature review are:

5.3.1. Lack of methodological diversity in existing literature has limited the understanding of commercialization of sports

In one of the research Boyer and Swink (2008) have argued in the favor of multiple research methods to advance quality research in operations and supply chain management. However this statement is equally true for all fields and our extensive review of literature clearly reflects the missing link in existing literature surrounding commercialization of sports. The existing literature related to commercialization of sport has failed to embrace multiple research methods.

5.3.2. Lack of theoretical model related to commercialization of sports guided by theories

The commercialization of sports is one of the most attractive subjects but has failed to attract serious attentions from researchers. There is lack of solid theoretical framework which can offer better explanations to commercialization of sports.

5.3.3. There is lack of proper understanding related to linkages among factors

There is an interesting observation based on extensive literature review surrounding commercialization of sports. There is several literatures which has attempted to identify the factors which has influenced commercialization of sports. However there is dearth of literature which has attempted to draw linkages among these factors or drivers or enablers or barriers (note: in our current thesis we have not attempted to argue on the basis of different applications of these keywords. We have used factors and drivers interchangeably to avoid any confusion in the mind of readers). Hence, based on this observation we have grounded our one of the research objectives.

5.4 Conclusion from TISM

The current research used TISM technique to answer one of the research objectives (i.e. to develop a theoretical framework). The researcher draws some interesting insights based on TISM analysis:

I. Sport facilities like infrastructure, equipment and other resources need to be provided at school or college level (Level 6);

II. The sport facilities is further mediated by factors like frequencies of matches played in a year, state of art infrastructure, promotion by government and sponsorship by agencies. Hence these factors are at the same level (Level 5);

III. The factors like frequencies of matches played in a year, state of art infrastructure, promotion by government and sponsorship by agencies are further mediated by role of social media and dedicated channels for screening the sport (Level 4);

IV. The level 4 factors further leads to association of players with brands/ campaign and viewership of sport. In other words the association of players with brands and viewership of sports are found to be mediating variables between sale of equipment's related to sports (Level 3→Level 2));

V. The sale of equipment's (Level 2) related to spots leads to effective commercialization of sports (Level 1);

(Note: The conclusions drawn on the basis of direct linkages and transitive linkages)

5.5 Synthesis from literature review, MICMAC and TISM analyses

In our current research an attempt has been made to synthesize the outcomes derived from independent research approaches. Based on extensive literature review, we have identified eleven factors influencing commercialization of sports. Second based on MICMAC analysis, the eleven factors were classified into four major categories and finally, based on TISM analysis we have identified the transitive links and explanations for each linkages. Based on synthesis of all three independent research analyses, researcher has made attempt to propose a theoretical model which in future can be empirically tested.

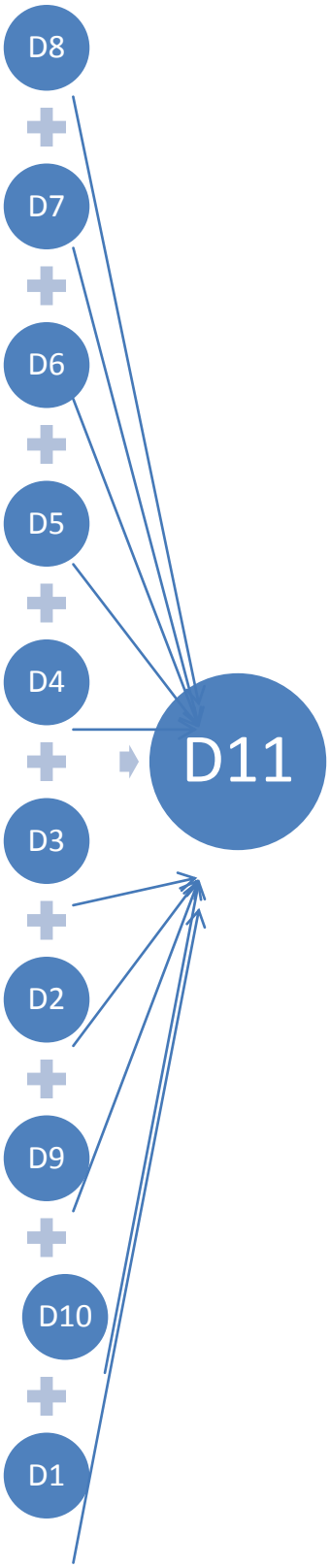

Figure 4: Final Structured Equation Model

5.6 Recommendations for sports companies

A number of recommendations can be made out of the present study. These recommendations would be insightful for the sport agencies, not only those who had major commercial success but also to those agencies who are keen to understand the factors of commercialization of sports and their contextual relationships:

(i) The investment in school or colleges may give significant return to those agencies which are willing to achieve major success through commercialization of sports

(ii) The government needs to understand and promote the sports culture in countries like India, Pakistan, Sri Lanka and Bangladesh where cricket is worshipped like religion. The sports can be one of major contributor to the country GDP

(iii) Proper attentions through social media can further generate huge interest among viewership which can further enhance revenue generated through advertisements;

(iv) There is pressing need to invest in sports good manufacturing industry which can be one of the major contributors to the country economy.

5.7 Research Contributions

In an attempt to achieve the research objectives, this study has made specific contributions to knowledge with respect to the commercialization of sports. The results obtained are very important for policy implementation in India which is witnessing transitions and gearing itself for next level in sports revolution. These results are also significant for developing economies witnessing similar growth pattern. However it would be inappropriate to compare it with highly

industrialized nations at advanced stages of technology implementation and with high level of quality standards. Thus this study is unique and important in Indian context and similar developing economies. The current study has attempted to extend the previous literature by embracing diversified research methods and attempted to generate a theoretical framework.

5.8 Limitations

It is truly said that limitations are the future directions of the research. Researcher though has taken an utmost care but there are some limitations which can further be taken care in next level research. The limitations of present study are:

(i) The current study has adopted alternative research methods. However the alternative methods as argued by Eisenhardt (1989), that in case of emerging fields the use of case research or actions research can be powerful methods to generate comprehensive theories

(ii) The current research is only limited to cricket sport. However to further generalize the framework; there is need for samples drawn from other sports field.

(iii) The study is based on literature review followed by interpretive modeling. However the current studies could have been benefited if other approaches like ethnographic research methods, appreciative inquiry and other alternative research methods would have been adopted.

(iv) The current study has used binary digits which have its own limitations as argued by researchers like (see, Dubey and Ali, 2014; Khatwani et al. 2015).

5.9 Future Research Directions

While this study was able to provide additional insight into ten factors (excluding commercialization of sports) of commercialization of sports and its relationship with commercialization with sports, it also revealed areas that would benefit from further research. Firstly, the current study developed theory related to commercialization of sports. However there is pressing need for empirical validation. The current framework can be tested using large data gathered using structured questionnaire. Currently we have tested the content validity and face validity. However the construct validity need to assessed using large data.

Second, there is a strong need for longitudinal research. A longitudinal analysis of companies over time would provide data to address at least three research questions: (1) is there a time lag between investing in sports infrastructure and achieving an expected performance (2) is there a particular order in which these investments should be made and (3) The pre sports infrastructure implementation period performance analysis and post pre sports implementation period performance analysis.

Third, the study can also be benefitted using mixed research methods.

Fourth, the study can further include factors like country cultures, political scenario, social factors, legal environment, technological capabilities and institutional pressures.

Fifth, the current study can also embrace other methods like system dynamics modelling or FUZZY DEMATEL.

Sixth, the current research has used binary digits. Hence in future the current study can be extended using FUZZY algebra.

Finally, to be able to generalize the results of this study future research might be extended to other sports and to other countries both developing and industrialized.

5.10 Chapter Summary

This chapter presented conclusion, recommendations and contributions of the research study. Conclusions were drawn on the basis of findings derived using analytical tools and also in reference to research objectives concluded through literature review. The outcome framework is presented. Observations and insight of the researcher were also duly included in the conclusion. Subsequently recommendations were given and at the end research, contributions, limitations, managerial implications and future scope of this study were elaborated.

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Annexure 1

The *Curious* Case of IPL

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Introduction

The **Indian Premier League** (IPL), as we all know is the crème de la crème of fast paced, riveting cricket action. Is IPL a boon or a bane? Is IPL actually, the Indian Premier League or an Indian ***Paisa*** League or an Indian ***Phaltu*** League? The debate will go on for decades, maybe without any clear conclusions coupled with mixed opinions and reviews. What has always fascinated me, with the IPL is the sense of curiosity attached to it, one never knows what to expect during those seven weeks of blink-and-you-miss-it cricket. However, since the third edition if IPL, the curiosity has shifted from the matches to the administration of the league itself!

History

The Indian Premier League, an initiative started by the **Board of Control for Cricket** in India (BCCI) in 2007, kicked off on April 18, 2008, with a glitzy opening ceremony in the IT capital of our country, Bangalore. It's been more than five decades since then, but very few of us would know that the IPL would not have started in the first place itself, had it not been for the efforts of Mr.Lalit Modi, the then pioneer in charge of this professional Twenty20 competition.

Mr.**Lalit Modi** is the heir apparent to an Rs.40 billion enterprise, dealing in textiles in Rajasthan, northwest India. He was always fascinated with cricket and wanted to do something substantial and sustainable for the promotion and nurturing of talent in our country. He approached the BCCI, with the unique proposition of organizing a league based Twenty20 competition in India, between its major cities. This idea was totally rejected by the BCCI, at first, citing that such a league would not work in India, ever, as it was an unchartered territory and that organizing such a league would run the BCCI into major losses. However, cricket experts and people close to the BCCI thought otherwise, as they were convinced this new league would bring about a revolution

in cricket as a whole, and they tried to convince the cricketing body about the same, and in turn, they succeeded.

Now that Mr.Modi had got the formal approval of being able to organize this league, under the aegis of the BCCI, the next problematic step was to secure television coverage for this event. Mr.Modi approached several TV broadcasting companies, but they all rejected it, stating that this event would not work in India due to reasons best known to them. Mr.Modi was disappointed and was almost going to give up, until he thought of meeting up people from Sony TV's Set Max channel. He approached them with his proposition, they rejected it at first, like several other companies, but after never ending negotiations, they reluctantly agreed to broadcast the Indian Premier League for a period of 15 years.

The reason being: Set Max was already running into major losses, as their primetime shows were not garnering enough TRP's as expected so they thought of giving the IPL coverage a try; if it turns out to be a loss, it would only add up to their existing misery, if it turns out to be a major hit, it would not only cover up their losses, but also give them unbelievable profits!

Now, as we all know, the IPL is 250 days away from its 6th edition, having already completed 5 glorious and successful ones before! The BCCI's and Set Max's decisions' have been vindicated, coupled with Mr.Modi's faith. I am 100 % sure, Lalit Modi would not have dreamt of his baby growing up so fast and so big, in such little time, considering the amount of hardships he had to face, as mentioned above.

Indian President League!

As mentioned earlier, the IPL has grown from strength to strength, with the sixth edition on its way! However, these five editions have given rise to three different presidents. Lalit Modi, the founder, was at the helm for the first two seasons, replaced by Mr.**Chirayu Amin**, President of the Baroda Cricket Association in 2010, till 2011, finally giving way to the current president, Mr. **Rajiv Shukla**, Minister of State for parliamentary affairs, Govt.of India.

All the above mentioned presidents are distinctly different in their nature of working and functioning. Mr. Lalit Modi is a self-motivated personality who always wanted to stay in the

limelight. Mr. Chirayu Amin is a quiet dedicated individual who prefers to stay in the background and go about his business. Mr. Rajiv Shukla, according to me, is a combination of Mr.Modi and Mr. Amin. Three varied styles, three different outputs for the IPL!

The Creator & the Destroyer!

It's an irony, sometimes to realize that when an individual puts all his efforts in the innovation of a concept worth a million bucks, why and what makes the same individual ruin everything?! As mentioned earlier, Mr.Modi is the creator of the IPL, the man who revolutionized cricket in India, the man who could make *it* happen. What actually happened so drastically that the man, who was the face of Twenty20 cricket in India from 2008 right up to mid-2010, had to relocate to London?? Following are the various scams charged on Mr.Modi by the BCCI:

Scam # 1:

Scam number one as alleged by the BCCI is regarding media rights. BCCI alleges Modi duped Sony into believing that WSG Mauritius held rights for IPL. On basis of false claim Modi 'fooled' Sony into agreeing to pay Rs 425 crores in facilitation fee, sent emails to Sony March 23rd 2009, asking the channel to deal with WSG, introduced clauses that if 'facilitation fee not paid, Sony's deal would be scrapped.

Scam # 2:

The second scam relates to Timeouts introduced by Modi in IPL2. In IPL 2, 600 seconds of extra time were introduced as strategic timeouts. Strangely for rest of world rights, contract did not include these 600 sec. BCCI alleges Modi caused loss of revenue worth crores to Board.

Scam # 3:

The third scam is the Advertisements within Balls scam. Lalit Modi introduced the idea of 150 seconds of ads within balls. Modi handed this without tender to Pioneer Digagsis run by former Sony chief Kunal Dasgupta. BCCI alleges Modi indulged in favoritism hurting Board's interests.

Scam # 4:

The fourth scam is being called the Security van scam. IPL awards contract to Visual Impact headed by Ajay Verma. Contract is to supply 3 vans at Rs 5 crores. Contract further said 4 more vans to be provided over next 7 years. BCCI alleges Modi did not follow due process while awarding contract. BCCI alleges Modi hired IPL security vans at 3 times their market value.

The above mentioned details make you believe in the unbelievable: *The creator can also be the destroyer!*

Experts believe that total autonomy, ultimately prove to be dangerous and can ruin everything, almost.

The IPL is not for all!

The Indian Premier League has drawn millions of fans all across the globe to a new 'breed' of cricket. It has revolutionized the game itself! Right from its inception in 2008 till date, the IPL's popularity over other rival leagues is beyond doubt and belief and even, comparison. It continues to grow in an astounded manner, in all respects/aspects.

However, there have been criticizers and cynics of this league, stating that it only patronizes and encourages Twenty20 cricket and not cricket as a whole. The 'purists' of the game, who believe Test cricket is the ideal format (which includes myself, too!) form the major chunk of 'IPL no takers'. They say "The IPL does Test cricket no good".

The IPL has also instilled the following thought process in the minds of today's budding cricketer:

"If I start playing cricket to the best of my abilities, at least I will be able to play in the IPL"

"If I play IPL for at least a couple of seasons, I will easily earn or rake in approx. twenty to thirty lakhs, which is more than enough to sustain myself and also my family, to an extent, so there's no need to try for Test cricket".

The above mentioned thought process clearly explains us the importance coupled with the 'drawback' of the Indian Premier League, for today's budding cricketer!

The IPL is not for all: so much is the importance of this line that even Mr.Chirayu Amin, the IPL boss from 2010 till early 2011, who was entrusted with the responsibility of saving the face of the IPL, decided to step down from the helm, after having taken over from the creator, Mr.Lalit Modi. The reason he stated was that he couldn't handle the glamour and buzz about the IPL as a whole, with him being an individual who prefers to stay away from the limelight, predominantly. Colleagues close to Mr. Amin stated that the IPL was 'too fast' for him! The IPL needed an individual who had the right balance; who could take on the IPL itself, in came: Mr. Rajiv Shukla!

Indian Paisa League/Indian Plummeting League:

The IPL offers a total ₹25 crore in prize money.

- Champions: ₹10 crore
- Runner-up: ₹7.5 crore
- Third place: ₹3.75 crore
- Fourth place: ₹3.75 crore

The IPL is expected to bring the BCCI an income of approximately US$1.6 billion, over a period of five to ten years. All of these revenues are directed to a central pool, 40% of which will go to IPL itself, 54% to franchisees and 6% as prize money. The money will be distributed in these proportions until 2017, after which the share of IPL will be 50%, franchisees 45% and prize money 5%. The IPL signed up **Kingfisher Airlines** as the official umpire partner for the series in a ₹106 crore (US$19.19 million) (approximately £15 million) deal. This deal sees the Kingfisher Airlines brand on all umpires' uniforms and also on the giant screens during third umpire decisions.

On 17 January 2008 it was announced that a consortium consisting of India's **Sony Entertainment Television** network and Singapore-based **World Sport Group** secured the global broadcasting rights of the Indian Premier League. The record deal has duration of ten years at a cost of US $1.026 billion.

India's biggest property developer **DLF** Group paid US$50 million to be the title sponsor of the tournament for 5 years from 2008 to 2012.

Other year sponsorship agreements include a deal with motorcycle maker **Hero Honda** worth $22.5-million, one with **PepsiCo** worth $12.5-million, and a deal with beer and airline conglomerate Kingfisher at $26.5-million.

Revenue and Profits:

The UK-based brand consultancy, Brand Finance, has valued the IPL at $4.13 billion (Rs 18,998 crore) in 2010. It was valued at US$2.01 billion in 2009 by the same consultancy.

According to a recent study by a UK-based brand valuation consultancy, the brand value of the IPL has more than doubled to USD 4.13 billion (over Rs 18,000 crore) from USD 2.01 billion in 2009.

8 Teams (franchises) and their respective valuations:

Mumbai Indians: $79.13 m

Chennai Super Kings: $75.58 m

Kolkata Knight Riders: $57.57 m

Royal Challengers Bangalore: $55.13 m

Delhi Daredevils: $40.85 m

Deccan Chargers: $38.76 m

Kings 11 Punjab: $35.75 m

Rajasthan Royals: $33.78 m

The IPL's 'new' stuff:

The Indian Premier League introduced many firsts' to the audiences:

1. A **'strategic time out'**: 2 breaks of 5 mins each, one during the 6-9 over stage and the other during the 13-16 over stage The teams can actually benefit from the strategic time out feature. If a team is taking a rough patch, taking a time out is a wonderful option which may help the team to channelize their resources better and come back to perform much better than before.

   In fact the basic idea of the strategic time out is to devoid the successful team of the success flow they seem to be having.

   Further from the business point of view of IPL organizers, the strategic time out provides the much needed boost for ad revenue in the television sets and screen boards. In fact the high rate BCCI charges for the IPL broadcast is primarily due to the strategic time out feature which is attractive to almost all the broadcasters.

   The drawback of the strategic time out is fans across the world thought that its only objective was to earn money out of it and nothing else. There were many players from around the world who had then questioned the utility of the break including the likes of **Sachin Tendulkar**, as many thought that it had cause a half in their momentum.

   The time-out wasn't a very good move given that it spoilt the momentum for the teams.

2. The **'MRF Blimp'**: a balloon that floats over the stadium, a deal between MRF and IPL worth Rs.150 million per year. The Blimp covers the cricket matches from above and provides an aerial, staggering view of the entire cricket ground from above to the television audiences.

3. The **'Spider Cam'**: An aerial device that is suspended with the help of cables tied to the floodlight pillars, the spider cam is meant to enhance the television viewing experience for those who prefer watching the match in the comforts of their homes.

The idea is to keep moving the camera continuously to cover all angles and capture every vital moment in the game, thereby making the live telecast of a match much more interesting.

However, while the technology might work for the television viewers, it definitely doesn't work for the players on the ground.

Many players are of the view that the spider cam comes too close to the field and thereby distracts them.

The IPL gives birth!

The Indian Premier League's popularity and mass appeal has resulted in the birth of various Twenty20 competitions across the globe:

1. **Champions League** T20: 12 of the best T20 sides from India, Pakistan, Srilanka, Australia, South Africa, England and West Indies compete with each other to be crowned the best T20 side in the world.

2. **Big Bash**: Australia's very own T20 competition, featuring 6 of the best state T20 teams across the country, competing with each other to be crowned Australia's top T20 side.

3. **SLPL**: Srilanka Premier League, featuring 7 of the best state teams across the country, competing with each other to be crowned Srilanka's top T20 side.

4. **BPL**: Bangladesh Premier League, featuring 6 of the best state T20 teams across the country, competing with each other to be crowned Bangladesh's top T20 side.

Conclusion:

To put it very simply, the IPL was, is and always will be about the 3 M's: ***Money, Maximum and Modi!*** A boon or a bane, is up to each of one us to decide, but to be honest, who cares! Keep the cricket flowing.

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